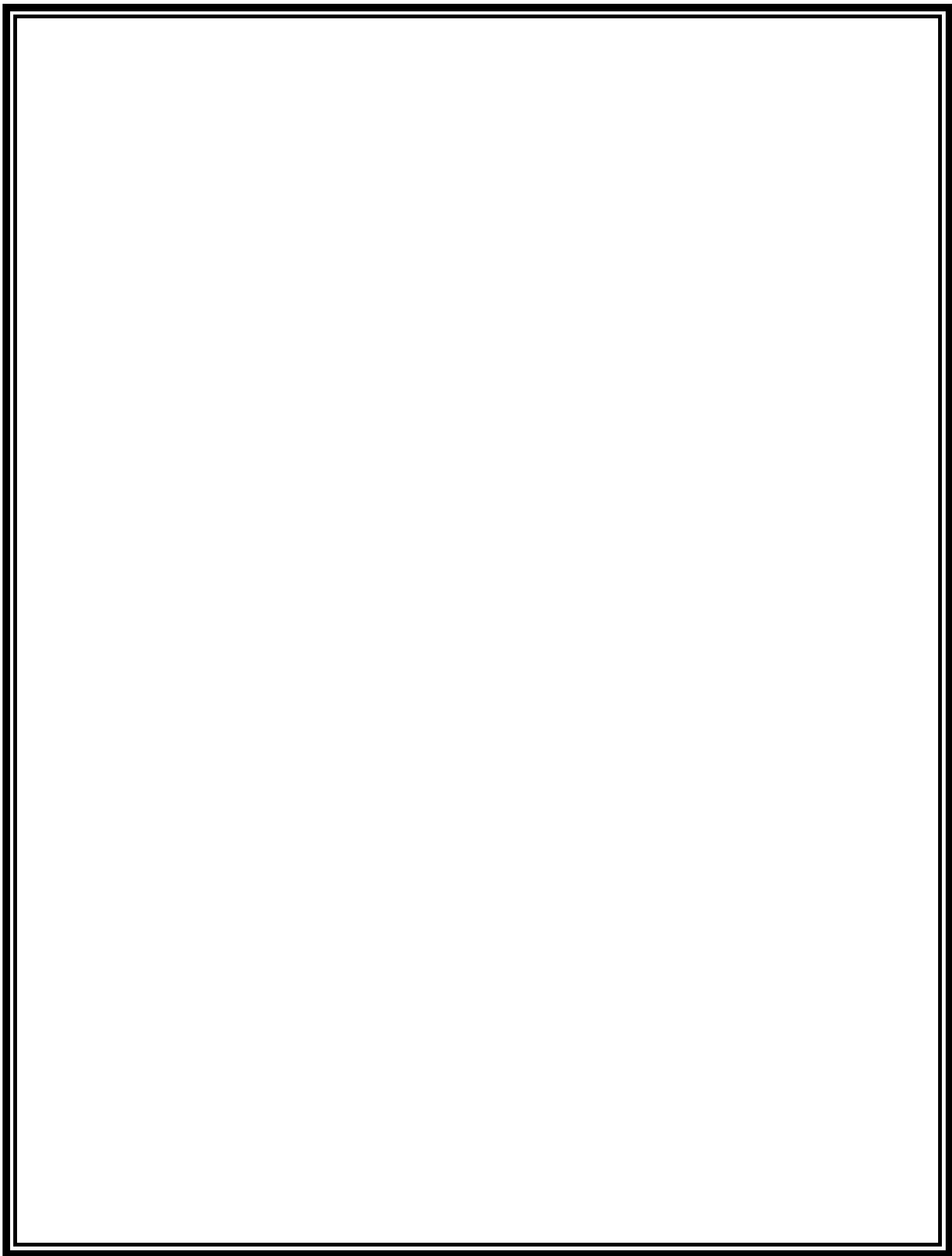
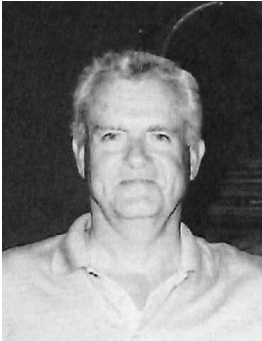


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IN MEMORIAM



PAUL B. PORTER – Paul was born in Fitchburg and grew up in Lunenburg and graduated from Lunenburg High School. Following his graduation, Paul joined the U. S. Marine Corps and served for four years. He was honorably discharged in 1963 having attained the rank of corporal. When he returned home he became a reserve police officer with the Lunenburg Police Department and served in that capacity for 46 years.

Paul was a member of the Lunenburg Planning Board and Zoning Board of Appeals. He was president of the Lunenburg Historical Society, member of the Masons and served as a Constable. He was member and past president of the Lunenburg Police Relief Association and senior vice commander of the American Legion Post 283.

Paul was a proud Marine Corps Devil Dog and member and past Commandant of the Marine Corps League Fitchburg Detachment #1076. He was honored by the Department of Massachusetts Marine Corps League as their “Marine of the Year” for 2011-2012.

He was affectionately referred to as “The Mayor of Lunenburg” by his daughter Pam and many others. Everyone who knew him loved him.



RICHARD “NICK” STORRS - Nick was born and brought up in New York , educated at Pomfret School and Yale University, and moved to Fitchburg in 1962 to teach at Applewild School after teaching in Switzerland for two years. He was instrumental in forming the Fitchburg Youth Hockey League which played at Applewild's outdoor rink before the Wallace Civic Center was built in the early 1970s.

Nick moved to Lancaster Avenue in Lunenburg in 1970 and quickly became involved with town activities. Whether it was sports or additional education programs he was always ready to volunteer for something. He introduced the Math Olympiad program to the 5th and 6th grades in the early 1980s and taught the kids the importance of thinking through a word problem rather than just concentrating on the “right” answer. Nick served on the School Committee for several years and became the Chairman in 1988. Always concerned about the children of Lunenburg getting the best education available, he worked closely with the Superintendents and other members of the School Committee toward that goal.

In 1988 Nick became a Realtor with Century 21 Fontaine in Fitchburg and subsequently bought the franchise. He and his wife, Jeanie, created Century 21 Realty Team and moved the business to Leominster. Covering most of the towns of Northern Worcester County, the philosophy of the company has always focused on service and serving the real estate needs of the community. As a very active member of the Montachusett Area Rotary Club Nick's enthusiasm for “Service Above Self” extended to both local civic projects as well as multiple trips to Central America with Habitat for Humanity. At home, he became a Commissioner of Trust Funds and served as Chairman until his death in 2012

ABOUT THE TOWN

SETTLED:	1718
INCORPORATED:	August 1, 1728
TYPE OF GOVERNMENT:	Open Town Meeting
LOCATION:	North Central Massachusetts
COUNTY:	Worcester
ELEVATION AT TOWN HALL:	Approx. 570 ft above mean sea level
LAND AREA:	26.63 square miles
TOTAL AREA:	29 square miles
TOTAL ROADS:	Approximately 100 miles
STATE ROADS:	6 miles
POPULATION:	<u>10,280</u> (2010 U.S. Census)
	<u>9982</u> (2012 Town Census)
DENSITY:	379 persons per square mile
ASSESSED VALUATION:	\$1,101,654,500. - Real Estate
	\$29,375,244.- Personal Prop.
TAX RATE:	\$ 17.30 (Fiscal 2013)
UNITED STATES SENATORS IN CONGRESS:	John F. Kerry (Boston)
____(Washington, D. C. 20510)	Scott P. Brown (Boston)
REPRESENTATIVE IN CONGRESS:	John W. Olver
____1 st Congressional District	House of Representatives
	(Washington, D.C. 20510)
STATE SENATOR:	Jennifer L. Flanagan, Leominster
____ Worcester & Middlesex District	(State House, Boston 02133)
REPRESENTATIVE IN GENERAL COURT:	Jennifer Benson, Lunenburg
37 th Middlesex District	(State House, Boston 02133)
3 rd Worcester District	Stephen L. DiNatale
	(State House, Boston, 02133)

OFFICE HOURS

Assessors' Office	Monday & Wednesday	8:00 AM – 4:00 PM
	Tuesday & Thursday	8:00 AM – 6:00 PM
Building Department	Monday & Wednesday	8:00 AM – 4:00 PM
	Tuesday & Thursday	8:00 AM - 6:00 PM
Planning Board	Monday & Wednesday	8:00 AM – 4:00 PM
	Tuesday & Thursday	8:00 AM - 6:00 PM
Selectmen/Licensing Authority	Monday & Wednesday	8:00 AM – 4:00 PM
	Tuesday & Thursday	8:00 AM – 6:00 PM
Treasurer/Collector	Monday & Wednesday	8:00 AM – 4:00 PM
	Tuesday & Thursday	8:00 AM – 6:00 PM
Conservation Commission	Monday thru Thursday	8:00 AM – 3:00 PM
	Tuesday	4:00 PM – 6:00 PM
Council on Aging	Monday thru Thursday	8:00 AM – 4:00 PM
DPW Department	Monday thru Friday	7:00 AM – 3:00 PM
Board of Health	Monday & Wednesday	8:00 AM – 3:00 PM
	Tuesday	8:00 AM – 6:00 PM
Lunenburg Public Library	Monday thru Thursday	10:00 AM – 8:00 PM
	Saturday	10:00 AM – 2:00 PM
School Superintendent	Monday thru Friday	8:00 AM – 4:00 PM
Sewer Commission	Monday thru Friday	7:00 AM - 3:00 PM
Town Clerk	Monday & Wednesday	8:00 AM – 4:00 PM
	Tuesday & Thursday	8:00 AM – 1:00 PM-3:00 PM- 6:00 PM
Zoning Board of Appeals	Monday thru Thursday	8:00 AM 4:00 PM

(TOWN HALL, RITTER MEMORIAL BUILDING AND LUNENBURG PUBLIC LIBRARY AND EAGLE HOUSE CLOSED FRIDAY)

REPORT OF THE TOWN MANAGER

The Town continued to make important progress in 2012 in many areas, including: School Building; Renewable Energy; Roadway Improvements and Building Preservation. In addition, we hit a milestone by surpassing 10,000 in population.

In 2012, we bid farewell to both Police Chief Dan Bourgeois and Fire Chief Scott Glenny. Together, these two fine gentlemen provided a combined 62 years of service to the Town of Lunenburg! They worked diligently up until the end, particularly in finalizing the Town's plan to join the Nashoba Valley Regional Emergency Communication Center. In 2012, we also welcomed long-time Police Lieutenant Jim Marino as our new Police Chief and long-time Deputy Fire Chief Pat Sullivan as our new Fire Chief.

In 2012, the Town formed a School Building Committee to continue working toward the goal of building a new or renovate an existing school building. Please review the Superintendent of School's report for additional information.

A good portion of the first half of 2012 was dedicated to reviewing the FY2013 Budget proposal and Override request. After a significant amount of discussion, the Board of Selectmen, School Committee and Finance Committee agreed that it was time to ask the community to consider an Override. The impact of the \$2.2M Operating Override to the Average Homeowner was determined to be just under \$500 per year. In the end, the Override was defeated by a large margin, and as a result, several large scale changes were made, including the decision to consolidate four schools into three and to transition all Administrative and Land Use Offices to a 4-day work schedule.

A significant amount of time was spent this past year reviewing three different, large solar projects: Borrego at the Town's Landfill; EPG at Pleasant & West Streets; and Mass PV1 on Chase Road. The project at the Town's Landfill site is a town-sponsored project, while the other two are private projects. Unfortunately, the project at the Landfill was determined to be uneconomic. The two private projects are still viable. Both private projects will provide the Town with the opportunity to enter into Power Purchase Agreements, whereby the Town can purchase Net Metering Credits as a discounted price to be used to offset the Town's electric utility costs for municipal buildings.

This year, we saw the sale of a town-owned historic building to a private party. The Jones House- the former homestead of American botanist, horticulturalist and pioneer in agricultural science Luther Burbank, was sold in June to Larry & Dawn Marshall. Under the conditions of sale, Mr. & Mrs. Marshall are required to restore the property in keeping with its historical significance. The property's restoration will be monitored by the Town's Historical Commission. To date, the Marshall's have done an excellent job!

In June, with the assistance of the Town's Treasurer-Collector, we were able to refund/ refinance our existing 2003 Bond Issue, which resulted in a net savings to the Town of \$550,000 over the 11 remaining years of the issue. In the process, the Town's AA- Bond Rating was affirmed.

Finally, the Town continues to push forward in the quest to redevelop the Summer Street Corridor. In 2012, Town Meeting authorized funding for an Alternatives Analysis. This was completed and the Board of Selectmen agreed upon a redesign which includes one travel lane in each direction, with center turn lanes as specific intersections. The next step in the process includes bringing the project to 25% design, at which point, it can be included in the region's TIP (Transportation Improvement Plan), which will secure grant funding for construction. The Town owes a big thank you to its legislative delegation- Senator Flanagan, Representative Benson and Representative DiNatale- who were all instrumental in securing the remaining funding for design in the State's Transportation Bond Bill. As a result of Bond Bill and TIP funding, about 95% of this project's funding will come from sources other than the Lunenburg taxpayer.

I would be remiss if I did not take this opportunity to thank all of the people in this town who give of their time and many talents to make Lunenburg a better place. Thank you all for your dedicated service.

Respectfully submitted,
Kerry A. Speidel

CEMETERY DEPARTMENT	
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The Cemetery Commissioners and the Superintendent, Greg Bingham, met throughout the year to discuss Cemetery business. The Commissioners would like to thank Stanley Barney for his years of service to the cemetery department as his insight will be missed. Also the Commissioners welcome Darrell Demers as the new Commissioner. They also would like to thank David Berthiaume for his work on planting the flowers around the signs, as they enhance the beauty and entrances of the cemeteries. Work has been ongoing on the new area in the North Cemetery. Many projects were completed this year with the help from the prisoners from MCI Shirley. The Cemetery Department purchased a Software mapping system that is now available online <http://www.map.ramaker.com/ecims/> and will help you locate your ancestors buried within the town cemeteries.

The following is a list of persons who were buried this year.

[illegible]

BUILDING DEPARTMENT

The Building Department is located on the second floor of the Ritter Memorial Building, 960 Massachusetts Avenue, Lunenburg, MA. Office hours for the Building Department are Monday and Wednesdays 8:00 A.M. to 4:00 P.M., Tuesday and Thursday 8:00 A.M. until 6:00 P.M., and closed on Fridays. Michael J. Sauvageau serves as the Building Commissioner, James Maillet, Assistant Inspector and Lisa Normandin, Administrative Assistant. Appointments with the Building Inspector are recommended but not required.

Building permits remain steady for additions, remodeling, roofing, siding, window replacement and decks. Several solar panel installations for both residential and commercial buildings were permitted and increasing each year. Apartment construction located at Tri Town Landing is moving forward with building number three under construction consisting of thirty-three apartments. The Emerald Place development at the former Whalom Park is moving ahead steadily with all 238 building permits issued. A record number of wood and pellet stove permits were installed and inspected. The number of building permits issued in 2012 was 290.

The Commonwealth of Massachusetts has adopted the 2009 International Residential Code and 2009 International Energy Conservation Code. The 2009 International Building Code is currently in effect, this is the 8th Edition of the Massachusetts Code with amendments. The new code affects commercial and residential buildings and additions. All contractors are encouraged to review the new compliance regulations of the code.

Carbon monoxide detectors are required in every home existing as well as new construction. Homeowners should be aware that inflatable swimming pools do not meet code compliance, please contact our office to determine what needs to be done for compliance and safety.

Residents should be aware that Massachusetts Law requires that all persons, partnerships and corporations who bid or perform residential contracting (reconstruction, alterations, additions etc.) for work exceeding \$1000.00 be registered with the Commonwealth. This office will enforce this provision; however you should ask your contractor about his/her registration. Please contact this office with any questions about this requirement or call for any information regarding zoning requirements or building code issues.

CAPITAL PLANNING TOWN REPORT

Lunenburg's Charter specifically mandates that a Capital Planning Committee prepare a Fiscal Year (FY) Plan and a Capital Improvement Plan. These Plans are to be presented to the Town Manager.

As noted in the past reports the criterion for any capital request includes Mandates, Safety, Need, Crisis, Cost Effectiveness and Ability to Fund. The Committee has to review each request under these six elements. Not only do they have to determine that the request fits within the criteria, but they have to prioritize the level that meets the criteria. Therefore, not all requests are included in the FY Plans, mostly due to funding. The result of the proposed FY Plans provides the needed service for safety and protection of the public, the upkeep to our schools and the management of government.

At the Annual Town Meeting May 2012, \$464,487.00 was approved for Capital Requests.

The following items were presented in the Plan.

DEPARTMENT	ITEM	AMOUNT
Technology Dept.	\$ 75,517.00	Replacements & Special Items
School Dept.	\$ 107,920.00	Passios Roof re-seaming
School Dept.	\$ 30,750.00	THMS Gym Roof Snow Guards
Dept. Public Works	\$ 18,000.00	Ritter Bldg – Front Section Roofing
Fire Dept.	\$ 35,000.00	Repair Engine 4
Dept. Public Works	\$ 35,000.00	4x4 Pickup with Plow
Dept. Public Works	\$ 40,000.00	1 Ton Pickup with Plow
School Dept.	\$ 33,000.00	Replace Pickup with Plow
Police Dept.	\$ 12,000.00	Six Tasers
School Dept.	\$ 64,500.00	District-Wide Mobile Media Carts
Council on Aging	\$ 12,800.00	Refrigerator, Oven, and Steam Table

The Committee meets each year after the Capital Budget is presented to the Town Manager and considers improvement to the methodology of creating the budget. In future preparation the Committee will conduct more meetings on site.

Marion Benson, Planning Director, Chair
Carl (Ernie) Sund, Board of Selectmen
Colleen Shapiro, School Committee

Steve Raboin, Finance Committee
Dennis Mannone Jr., Citizens' Representative

PLANNING BOARD

The Planning Board accepted the resignation of Robert Saiia on December 31, 2012. The Board wishes Bob good luck with his many projects.

The Planning Board, aware of the economy as in their monitoring in 2011, continued to monitor its effect on Lunenburg's housing situation in 2012. The office continues receiving many requests for information from the citizenry via personal concerns about housing status.

The number of ANR plans (subdivision of lots for separate building lots) increased to 11 for 2012 from the previous year of five (5). The major large project, Emerald Place at Lake Whalom, continued construction according to the approved plan with three different housing styles. They are constructed villas with two (2) units (single floor design) per structure. The developer's plans are to construct to completion. The units are occupied as each unit or set of units are completed, contracted under "lease to own" agreements.

Tri Town Landing is under construction for Building Three (3). The 40R project Building One & Two are occupied as rentals and all sixty-six (66) units have been rented. Building Three (3) will be rentals as well. The Town has received compliments on the construction and management of this project.

Stone Farm, Massachusetts Avenue is still being constructed to completion. Highfield Village, Northfield Road is still in review. Several extensions have been given. The project entitled Whitetail Crossing has submitted its "As Built" and plans on requesting Town acceptance of the roadway interior. Sequoia Drive and Whites Woods Phase III are building upon request.

The Open Space Plan, under the auspices of the Planning Board and Conservation Commission, was reported previously as approved by the State. The Ad Hoc Committee for that Plan continues to work, as recommended, to address implementation. In 2011 the Committee started to look into an important element in our community; the farming community. They began researching the possibility of recommending an Agricultural Commission and the creation of a "Right to Farm" bylaw. This work continued in 2012 and will involve the farming community. Many farmers have shown interest. They are working with a State Consultant.

Work began in 2012 to update the Master Plan and Zoning Bylaw. In addition to the two Zoning Bylaws approved at the December 2011 Special Town Meeting; 1) Design Standards Bylaw, and, 2) Summer Street Revitalization Overlay District Bylaw, both of which have been approved by the Attorney General's office, the Board has continued working with MRPC and the local Board of Selectmen regarding the revitalization of Summer Street. This project will be a complete redesign of Summer Street.

In addition, the Planning Office worked with MRPC on a DLTA Grant (District Local Technical Assistance) which content includes data on employment, population characteristics, economic sector/local tax base, education, brownfields, Chapter 43D sites, transportation, and environmental and development characteristics of land by zoning. All the above data are the background for updating the Master Plan. A public presentation was held for the Town's information. The Board plans on continuing work with MRPC in this direction and will be able to apply for the next round. The two issues noted by the Board are economics and center planning.

In 2012 the major planning issue was of renewable energy. The Planning Board worked on permitting three solar projects. The three projects were the Town's landfill, 651 Chase Road and 134 Electric Avenue. The projects also went under a Development Plan Review. These applications prompted the Planning Board to review the Town's 2009 solar bylaw. An updated bylaw was written and passed at the May 2012 Town Meeting. As of this report, the projects are in discussion with the Board of Selectmen concerning the method of payment; taxes versus a PILOT program.

Thomas Bodkin Jr., Clerk, remains the Planning Board representative to the Montachusett Regional Planning Commission. Joanna Bilotta-Simeone replaced Robert Saiia as the representative to the Montachusett Joint

Transportation Commission. Vice Chair Bilotta-Simeone served on the DPW Building Committee in 2012 and Nathan Lockwood served in 2012 as the representative to the School Reconfiguration Committee.

The Planning Board continues to work toward the Goals as identified in the Master Plan for the betterment of the Town.

Emerick R. Bakaysa, Chair
Joanna L. Bilotta-Simeone, Vice Chair
Thomas W. Bodkin Jr., Clerk

Nathan J. Lockwood, Member
Marion M. Benson, Planning Director

BOARD OF HEALTH

As a reminder, the Board of Health office has been relocated to the old Ritter Library building on the corner of Mass. Ave and Leominster Road. Our office is on the upper level at the end of the hall on the right. We can be reached at 978-345-4146, extension 430.

The Board of Health, with the assistance of its Agent, the Nashoba Associated Boards of Health, continued its mission to maintain its focus on public health and safety issues during 2012, reviewing Title V Inspection Reports, building permits, septic and well permits, nuisance investigations, housing inspections, complaints and general public health related issues.

Our partnership with the Central Massachusetts Mosquito Control Project again proved valuable to the Town. Numerous scheduled mosquito sprayings were conducted during the warmer weather period to control the mosquito population within the town. Hundreds of citizens also requested sprayings of their yards. The CMMCP stations mosquito traps for testing around the town and twice discovered insects infected with EEE virus. Sprayings were conducted in those areas as well as a Special spraying of all the school grounds just prior to the Bonfire.

Citizens who wish to have their property sprayed for mosquitos should call the Board of Health office who will add you to the schedule. There is no charge for this service.

Homeland Security planning is ongoing. Meetings continue between our agents, other Town Departments and regional entities to develop a plan for not only Lunenburg but with our partner towns in our region.

This year, we processed applications for Septic Permit Lot Tests, permits for new construction, new wells, repairs or upgrades to septic systems and well permits. The Board continues its vigilance with regard to septic systems, wells, food service inspections, housing and nuisance complaints and its general mandate to protect the environment and groundwaters of the Commonwealth.

The Board of Health provides numerous other services in cooperation with our Health Agents, the Nashoba Associated Boards of Health. In addition to our environmental services, numerous clinics are provided throughout the year to our residents. These clinics provide inoculations, Blood Pressure screenings, Well Oldster Clinics and Dental screening. Fluoride treatment and dental checks of our youngsters in the School System are provided by the Nashoba dental staff.

With our Nashoba Nursing and Hospice partners we provide in home visits to ill residents recovering from illness and Hospice care and counseling to those in need of this service.

Please contact our office in the Ritter Building for more information.

Please remember that our Board Members volunteer their time and efforts on behalf of you, the Citizens of Lunenburg. If you have something that you think we can help you with, we are at your service. Contact the Board office at 582-4146 ext. 430.

George Emond, Chair
David Shea
Perry Jewell

John Rabbit
David Passios

NASHOBA ASSOCIATED BOARDS OF HEALTH

Nashoba Associated Boards of Health continues to serve the local Board of Health in meeting the challenges of environmental and public health needs in Lunenburg. In addition to the day to day public health work conducted for Lunenburg we also provide the following services.

- Maintaining Nashoba's internet web site to provide information for the public. (**See *nashoba.org***)
 - Nashoba assisted the Board with provided a school-located seasonal flu clinic at T.C. Passios Elementary School.
 - Response to health related impacts of beavers through coordination with the local Board of Health in the issuance of the necessary permits.
 - Response to state mandated changes in regulations requiring more frequent beach sampling through sample collection, submittal for analysis, and follow-up when results were obtained.
- We look forward to continuing our work with Lunenburg's Board of Health. Included in the day-to-day work of Nashoba in 2012 were the following:

Through membership in the Association Lunenburg benefited from the services of Nashoba staff including: Registered Sanitarians, Certified Health Officers, Registered Nurses, Nutritionists, Registered Physical & Occupational Therapists, Licensed Social Workers, Certified Home Health Aides, and Registered Dental Hygienists

- Provided health education programs in collaboration with the Lunenburg Council on Aging.
- Collaborated with Montachusett Home Care around elders at risk and other safety issues.
- Reviewed 51 Title 5 state mandated private Septic System Inspections for Lunenburg Board of Health. Received, reviewed, and filed these state mandated (but unfunded) Title 5 inspections. Corresponded with inspectors regarding deficiencies; referred deficient inspections to Lunenburg Board of Health for enforcement action

By the **Lunenburg** Board of Health's continued participation in the **Association** you can shape your future local public health programs and share in the benefits of quality service at a reasonable cost!

Environmental Health Department

Environmental Information Responses

Lunenburg Office (days).....88

The Nashoba sanitarian is generally scheduled to be available for the public twice a week on Monday and Wednesday mornings at the Lunenburg Board of Health Office. Other meetings occur informally.

This does not reflect the daily calls handled by the three Nashoba secretaries during daily business hours.

Food Service Licenses & Inspections.....31

Nashoba annually mails out and receives application from both restaurants and retail food businesses. Licenses are renewed for existing facilities. Plans are submitted and reviewed prior to initial licensing. Most licensees are inspected at a minimum twice a year. Where deficiencies are found, a re-inspection is scheduled to insure compliance. When a complaint from the public is received an inspection is also conducted. During this inspection health factors of food handlers is also investigated, and where appropriate medical consultation and laboratory testing may be required.

Beach/Camp Inspections..... 39

Camps are inspected at least annually at opening for compliance with State Sanitary Code, Chapter IV, 105CMR430.00. Public swimming beaches are sampled for water quality every week during the summer and more often if a problem is suspected.

Housing & Nuisance Investigations.....28

Nashoba, as agent for the local Board of Health, inspects dwellings for conformance with State Sanitary Code, 105 CMR 410.00, issues orders for correction, and re-inspect for compliance. Similarly, complaints from residents concerning unsanitary conditions or pollution events are investigated.

Septic System Test Applications.....31

Applications from residents proposing to build or upgrade a septic system are accepted, a file created, and testing dates are coordinated with the applicants engineer.

Septic System Lot Tests.....77

Nashoba sanitarian witnesses soil evaluations, deep hole tests, and, usually on a separate date, percolation tests conducted by the applicant's engineer which serve as the basis of the design of the septic system.

Septic System Plan Applications.....33

Detailed plans created by engineers hired by residents proposing to build or upgrade a septic system are received, filed, and routed to the Nashoba sanitarian for review.

Septic System Plan Reviews32

Engineered plans are reviewed according to state code, Title 5, and local Board of Health regulations and review forms are created and sent to engineer for revision. Subsequent re-submittals by the engineer are also reviewed.

Septic System Permit Applications (new lots)..... 9**Septic System Permit Applications (upgrades)..... 26**

Applicants' approved plan submittals and Board of Health requirements are incorporated into a permit to construct the septic system.

Septic System Construction Inspections.....84

Nashoba Sanitarian is called to construction site at various phases of construction to witness & verify that system is built according to plans.

Septic System Consultations.....4

During all phases of application, design, and construction the Nashoba Sanitarian is called upon for legal details and interpretation.

Well Permits.....7**Water Quality/Well Consultations.....37**

Private wells are regulated solely by local Board of Health regulations, The Nashoba Sanitarian assist the Board of Health by reviewing well plans, securing well water samples, and interpreting water quality test results.

Nashoba Nursing Service & Hospice**Home Health****Nursing Visits1177**

Nashoba's Certified Home Health Registered Nurses visits provide skilled services to patients in their home under physician's orders. These services include assessment of physical, psychological, and nutritional needs. Skills include teaching/supervision of medications, wound care, ostomy care, IV therapy on a 24 hour basis, catheter care, case management and referral to other services as needed.

Home Health Aide Visits405

Nashoba's Certified Home Care Aides provide assistance with daily activities of daily living including bathing, dressing, exercises and meal preparation.

Rehabilitative Therapy Visit551

Nashoba Therapists provide skilled physical, occupational, speech, and dietary therapeutic interventions through assessment, treatment and education. Their integration of client, caregiver, and medical outcomes aims at attaining maximum functional dependence.

Medical Social Service Visits35

Nashoba Social Workers provide short-term assistance to patients at home for counseling and referral to community resources.

Hospice Volunteer and Spiritual Care Visits.....23

Nashoba's Volunteers and Clergy provide patients with emotional and spiritual support, companionship and guidance.

CLINICS**Local Well Adult, Support Groups, & Other Clinic****Visits.....404**

Visits include well adult clinics, and immunization, cholesterol exercise, mental health and bereavement clinics.

Number of patients that attended Flu Clinics held in Lunenburg.....191

Number of patients whom received Vaccine2

Number of patients whom attended Well Adult Clinics from Lunenburg.....176

Communicable Disease**Communicable Disease Reporting & Control**

Nashoba's Nursing Service & Environmental Health Department work together to meet the local Board of Health's responsibilities under the law to do the following:

- Investigate and control the spread of communicable diseases within **Lunenburg** (MGL Chap111, Sec 6, 7, and 92-116). Nashoba works with the Massachusetts Department of Public Health (MDPH) in this area.
- Receive and process reports from physicians concerning cases of diseases "dangerous to the public health" as defined by MDPH (MGL Chap111, Sec6)
- Notify MDPH Division of Epidemiology and Immunization within 24 hours of receiving notice of any case "dangerous to the public health".
- Receive reports and undertake follow-up as necessary regarding certain food borne and waterborne diseases and diseases being monitored by the MDPH.
- Receives reports, investigates and conducts follow-up on all incidences involving positive rabies results.

Number of Communicable Disease cases

Investigated	58
Confirmed	25

Communicable Disease Number of Cases

• Campylobacter	1
• Giardia	2
• Group B streptococcus.....	1
• Hepatitis C	4
• Influenza.....	10
• Lyme Disease.....	5
• Salmonella.....	1
• Yersiniosis	1

Health Promotion

Skilled Nursing	28
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Dental Health Department

Examination, Cleaning & Fluoride - Grades K, 2 & 4

Nashoba's Registered Dental Hygienists, operating out of the school nurse's office and records, provide these services to those children whose parents have given written consent.

Students Eligible.....	352
Students Participating.....	228
Referred to Dentist.....	26

Instruction - Grades K, 1 & 5

Nashoba's Registered Dental Hygienists also provide classroom instruction of cleaning and maintaining health teeth to all children in these grades.

Number of Programs.....	10
--------------------------------	-----------

Communicable Disease Number of Cases

• Campylobacter	1
• Giardia	2
• Group B streptococcus.....	1
• Hepatitis C	4
• Influenza.....	10
• Lyme Disease.....	5
• Salmonella.....	1
• Yersiniosis	1

Health Promotion

Skilled Nursing.....	14
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Dental Health Department

Examination, Cleaning & Fluoride - Grades K, 2 & 4

Nashoba's Registered Dental Hygienists, operating out of the school nurse's office and records, provide these services to those children whose parents have given written consent.

Students Eligible..... 349
Students Participating.....197
Referred to Dentist.....35

Instruction - Grades K, 1 & 5

Nashoba's Registered Dental Hygienists also provide classroom instruction of cleaning and maintaining health teeth to all children in these grades.

Number of Programs..... 10

HISTORICAL COMMISSION

The Lunenburg Historical Commission was created to identify, safeguard and help preserve for posterity, the unique physical assets of the Town as exemplified by the various sites, buildings and other edifices of historic, architectural or archeological significance to the Town of Lunenburg

The Mission Statement above has served to be the guiding principle for the Historical Commission to focus its efforts and work on a number of projects of historical consequence for the Town. The main initiatives implemented this year are as follows:

Jones House – The successful conclusion to the Commission's efforts to sell the Jones House at 42 Main Street as a historic property were realized. Mr. & Mrs. Lawrence Matthews purchased the house from the Town and embarked on the process of restoring this significant historic property.

Lunenburg Ledger – The program of regular newspaper articles was continued by the Commission to inform Town residents of the unique historical qualities of life in Lunenburg both past and present.

Capital Plan – The Commission was consulted this year and we urged that efforts be made in the funding of the Capital Plan to include new paint for the Town Hall along with repairs to the chimneys and the roof.

Funding Grant – The Commission sought and was given a \$3,000. grant by the Montachusett Society for the Preservation of Historic Buildings to be used for the chimney work at the Town Hall.

Demolition Delay Requests – The Commission continued to work closely with the Building Commissioner to review and determine the appropriate course of action for properties seeking demolition permits. During the year multiple properties were reviewed and acted upon. The most significant involved a historic property on Leominster-Shirley Road. The Commission has made efforts to make citizens aware of the structure on the property in the hope that it might be relocated.

Computerized Database – The development of the Town wide computerized database utilizing the Massachusetts Historical Commission website is an ongoing project. The completion of the web based resource continues to be a main focus of the Commission's long term goals.

The Commission meetings are scheduled the first Tuesday of each month at 6:30PM at The Ritter Building except during the months of July & August when meetings are on an as needed basis.

Respectfully submitted,

Patrick J. Slattery, Chairman
Rebecca Lantry, Vice Chairman

Amory Phelps, Member
Richard McGrath, Member

Damon McQuaid, Secretary

INFORMATION TECHNOLOGY DIRECTOR

The primary mission of the Information Technology Department is to increase efficiency through the use of technology. The IT Department enables all town departments and schools to communicate and collaborate, manage daily tasks, organize, store, and share information, and generally conduct business more effectively. We also provide the necessary infrastructure, equipment, software, and expertise to comply with current regulations and methodology when interacting with outside agencies and organizations.

The past year has seen some changes in staffing for the Information Technology department. We are now a three person team:

Steve Malandrinos – Information Technology Director

- Hired in December, 2012
- Previously an engineer at Cisco Systems, IT Director for the Town of Belchertown, MA and Belchertown Public Schools

Josh Branham – Network and Systems Administration (part time)

- Over five years working for the town and school system
- Currently between his junior and senior year at Fitchburg State majoring in Computer Information Systems

Alex Smith – Systems Administration (part time)

- Over two years working for the town and school system
- Currently between his junior and senior year at Fitchburg State majoring in Computer Science
-

Along with serving as helpdesk for all users' daily technology issues and the usual maintenance and scheduled replacement of the town's and schools' technology assets, the IT Department has been involved with several high impact projects throughout the past fiscal year. The following examples are among the more noteworthy improvements that IT has implemented.

Centralization of management is vital when administering a disparate and varied network. With that in mind one of my first acts as director was to solidify reliable network connectivity between all town and school buildings. Each location now has its own internet connection which is used to create private communication channels between buildings, resulting in what is called a VPN mesh network. This allows for consolidation of services such as user management and backups, as well as taking advantage of economies of scale when implementing new services. Many thanks go to Michael Stokes of Stokes Technologies, a former Lunenburg resident who has volunteered his skills time and again to support the town's network infrastructure, and is responsible for the configuration of network gear required to bring our new VPN mesh online.

Another important concept in IT is homogeneity, the standardization of processes and equipment to simplify management. To that end we have been working with Tyler Technologies' Munis division which provides the financial software package for the town and schools to implement digital purchase requisitions. At present each department creates, submits, and manages its own purchase requisitions manually, a process which is slightly different for each functional area. Moving to a standard, unified approach of entering purchase requisitions digitally via the existing Munis interface will reduce complexity for all schools and town departments, as well as eliminate the need to print and send paper copies to town hall for processing. It also enables a simplified yet more secure workflow and approval chain. This is made possible by the new mesh network mentioned above, allowing anyone in town to securely access the Munis financial software which resides in town hall.

We continue to strive to leverage extremely limited resources to improve efficiency wherever possible. I am very happy to have stepped into this role, and I couldn't be more pleased with the level of skill, hard work and dedication of my staff, Josh and Alex. I know that because of them we will continue to improve the technology landscape in Lunenburg while maintaining the positive reputation they helped to garner over the past few years.

FINANCE COMMITTEE

2012 represented a crossroads for the Town of Lunenburg. With decreases in state aid and increases in costs that continue to outpace increases in revenues, we were faced with a very difficult decision: Accept the reduced revenues and thereby begin dismantling key services provided by the Town or increase revenues in the form of a Proposition 2 ½ override and maintain level services. The Town chose the former by a 2-1 margin at the polls.

The balanced budget for FY2013 as approved at Annual Town Meeting required that we limit spending in all areas of town government. With limited ability to increase revenues, we were forced to make dramatic cuts in costs to bring the budget into balance.

In recent years we had taken extraordinary steps to balance the budget, such as furloughs, layoffs, drawing from stabilization to fund unemployment and short term borrowing to fund capital. We do not see this as sustainable. The balanced budget put into effect resulted in layoffs, which resulted in costs to fund unemployment. However, we did not draw from stabilization nor did we borrow for capital articles this year because we need to protect our bond rating in anticipation of a future school building project. Note that some of the proposed cuts could jeopardize our bond rating in spite of our good intentions.

As reported in the last several budget letters from this committee, we have been struggling with a structural deficit for

some time now. The reality is that costs and expenditures that we do not control are growing faster than our ability to increase revenues. This has been going on for a number of years and is made worse by continued reductions in state aid.

On the cost side, we continue to see increases in health care costs, albeit not as much as in prior years. To help offset this, we have shifted a greater share of these costs to employees, with 75% now paid by the Town and 25% now paid by employees. Unemployment expense due to layoffs and liability insurance expense due to Public Safety Injured on Duty claims are up considerably. Other pressures on costs include increases in our Monty Tech assessment due to increased enrollment and increases in special education tuitions and student transportation. The debt service is increased primarily due to the borrowing to fund capital articles in FY2011 and FY2012 and permanent financing on the DPW facility. Other pressures on costs include contractual increases in wages, although some employees have agreed to no cost of living increases.

We have four sources of revenue to the Town: property tax, state aid, local receipts and available funds. Federal stimulus monies which provided temporary additional revenues are no longer available. Increases in property tax are limited by Proposition 2 ½: We are not allowed to increase the tax levy by more than 2.5% unless we approve an override. New growth is expected to contribute a \$350K increase to property tax revenues; however, please note that growth comes with additional strain on services and infrastructure. The additional tax we gain from new growth is not enough to offset the increase in demand for town services like public safety and education, as well as additional traffic on our roads. State aid in the form of Chapter 70 funding for education has increased slightly; however, other forms of state aid have been reduced. Local receipts are in decline, with increases in motor vehicle excise tax being offset by decreases in supplemental tax and supplemental state aid. Note that state lottery aid has declined by \$486K since 2009, or 37%.

The FY2013 balanced budget funds level service in public safety and painful cuts on other services, such as schools, Library, Council on Aging and town offices. To meet the \$1.2 million shortfall in education, the school district decided to consolidate from four schools into three, moving students out of TC Passios and restructuring the grade configuration at the Primary School, Turkey Hill Middle School and Lunenburg High School. Despite this restructuring the School District was still forced to eliminate additional teaching positions on top of the 18.5 positions that were eliminated between 2009 and 2012, resulting in larger class sizes.

The Council on Aging was faced with a 10% reduction that led to reduced operating hours. At the Library, we were faced with a similar dilemma until special Town Meeting last fall, where the Town approved a supplemental appropriation to bring the Library budget in line with State guidelines and preserve our eligibility for matching funds and inter-library services without the need for a waiver. Note that this appropriation was approved against the recommendations of the Select Board and the Finance Committee, who were concerned that additional state funding used for this appropriation could not be depended upon. State aid was indeed subsequently reduced.

Town offices experienced layoffs and services were reduced to a four-day schedule. Again we were not able to provide funding for the Comprehensive Pavement Management Plan, meaning that we cannot address proper maintenance of our roads. The condition of our Town roadways will continue to deteriorate as a result. The Capital Planning Committee recommendation for purchases in Technology, School Infrastructure, Public Works, Public Safety and Council on Aging was approved and funded without borrowing.

To summarize, the impact of a balanced budget and failure of the proposed Proposition 2 1/2 override is real and being felt virtually every day. The Town made their choice clear by a two to one margin at the annual Town election. The Town Manager and Select Board, with the support of the Finance Committee and all the department heads, continue to make the challenging decisions to honor the wishes of the Town's people and manage through this difficult time.

In closing, the Finance Committee wishes to thank all of the dedicated public servants for their hard work and diligence.

Mark Erickson, Chair	Scott Gile
Brian Laffond, Vice Chair	John Male
Terri Burchfield, Secretary	Steve Raboin
	Jason Smith

LUNENBURG PUBLIC LIBRARY

My name is Martha Moore and I am very happily, the new Director of your Library. As I am new, I tend to look forward rather than back so this report reflects that perspective.

The Lunenburg Public Library continues its role as a primary focal point for the Town and its residents. I'll give you the hard statistics in a sec, but when I look around the Library on any given day or night and what I see tells me we really are serving a purpose here. Throughout any given day I see parents guiding toddlers to the checkout desk while balancing a stack of 20+ picture books; I hear the wee voices of children as they sing songs during the Nursery Story Hour; teens gathering in the teen room to use the Intranet or work with Kate on a program; tutors with their students; middle school heads huddled close to work on school projects; adults using the Internet or just taking their time to browse the shelves to

find that special book; local organizations or just a couple of people gathering for meetings in the conference rooms or café; and of course there is a pretty constant line of people checking out or in at the front desk. The LPL is a very busy place indeed!

The Library is one of the most democratic organizations there is – no matter who you are, what age you are, what your economic strata is, or even what political party you lean toward – you get to use the library and ALL its wonderful resources.

Lunenburg built a beautiful, gracious building to house its library collections and services. But don't let the architecture limit you or your mind ~ you can enter the Library through the physical doors or the virtual gateway of the website, you can use the resources that live on the shelves of the LPL or search out a resource via the online catalog that gives you a look at all the library resources in Central and Western Mass. If you can't find what you're looking for a simple email or phone call will trigger a librarian's search on your behalf. All efforts ending with you getting the information (book, DVD, cd, Wii game, article) that you wanted and very quickly at that!

Right now we are "retuning" the Library, ensuring that we are keeping pace with the community's needs and the technology that helps us deliver to the Library's users. We'll start with a full technology assessment and plan for the future; a review of all our policies; a review of our collections; a plan for e-books and e-resources; general enhancement of programs with a special focus on all things Lunenburg (artists, authors, history...) . We all hope (fingers & toes crossed) that we can resolve all the issues with Evergreen, our "new" library system. We understand it's been very frustrating for you as well as us but know that we are working on it with the rest of the libraries in our region.

Oh right, I promised those numbers to you – here they are for 2012:

- Lunenburg ranks 5th highest per capita appropriation with 12 similar sized towns (\$33.63 per capita)
- 70% of Lunenburg residents are registered as library users at our library
- In 2012 the Library was open for 2,178 hours
- We provided close to 200 programs
- Our volunteers gave us over 2,000 hours of their time
- The LPL has over 70,218 volumes (46,789 are books)
- We circulated a total of \$116,429 items (78,230 were books, 25,131 were videos)
- The Library has handled over 21,982 interlibrary loans

Some of you may have noticed that our website has moved – you will find us on the town's website <http://www.lunenburgma.gov/content/202/232/default.aspx> or just look for Public Library under Departments on the Town's website. We hope to have a new and much improved website by the end of 2013.

Let me take this opportunity to thank all of you who have been so supportive of the Library, it makes such a tremendous difference to the Library staff to have your backing. Most especially I'd like to give a "Shout Out" to the wonderful, hard-working Board of Library Trustees who guide the Library organization and to the Friends of the Library who continue to raise additional funds that help keep the Library thriving.

Ideas for programs, collections etc.? – just let me or another staff member know. I hope to have even more wonderful things to tell this time next year – so stay tuned!

FIRE DEPARTMENT

The Firefighters and Emergency Medical Technicians of the Lunenburg Fire Department are dedicated to providing the highest quality, most cost effective fire and emergency medical services to the citizens of the town of Lunenburg.

As I begin to write my first annual report as your Fire Chief, I find myself reflecting on the changes that have taken place in the Fire Department since I first joined in 1983. In that year, the Fire Department responded to a total of 425 calls for service, with 248 being Emergency Medical Calls. At that time, the Town's population was a little over 8,000 people and the Fire Department consisted of a Full Time Chief and 50 on call Firefighters and EMT's. The Chief was the only person on duty during the day. We had no apartment buildings, shopping malls or even traffic lights! Much of the town was still farm land.

Fast forward to today. In 2012 your Fire Department responded to 1698 calls for service, broken down as follows:

Fires & Hazardous Conditions	446	Emergency Medical	759
Inspections	429	Other	64

Our community is now home to over 10,000 people, with several large apartment buildings, 2 shopping malls and several housing developments either completed, planned or under construction.

Our staffing today is 5 Career Staff and 41 On Call Firefighters and Emergency Medical Technicians. The Station is manned Monday through Friday from 6am-6pm. However on weeknights and weekends, all of our personnel respond from home on an "on call" basis. Responding from home adds an additional three to six minutes or more to our response time as personnel must respond to the station, pick up the appropriate equipment and then respond the call. In addition, the volume of calls for assistance continues to trend upward, with no particular ceiling in sight given the ongoing building in town. These factors lead me to continue to call for 24 hour staffing in the Station. Providing funding to staff two Firefighter/EMT's overnight and on weekends would allow either the ambulance or first piece of fire apparatus to respond immediately. Reducing the response time by four or more minutes is critical in cases of serious medical emergencies or structure fires. This staffing would in no way reduce the need for our staff of on call personnel; it would only supplement their response and reduce response times. In fact, the current recommendation is to use our existing personnel on a per diem basis to provide the staffing.

Our firefighters continue to train for a variety of situations which we can encounter even in a town such as ours. Today's firefighter must be skilled in not only firefighting, but medical care, hazardous materials mitigation and technical rescue. They must be familiar with hazards which didn't exist even a few years ago, such as hybrid fueled vehicles, lightweight building construction, domestic terrorism and clandestine drug labs, just to name a few. Our EMT's must continue to stay abreast of the latest treatment protocols and advances in lifesaving skills. Our members train regularly both here at the Station and at classes sponsored by other agencies. While they are compensated for some of the training, the vast majority is done on their own time. To give a snapshot of some of the training required today, a new Firefighter/EMT must attend over 300 hours of basic firefighting training at the Massachusetts Fire Academy. In addition, they must complete another 140 hours of training as an Emergency Medical Technician. Once they are certified, they must complete over 50 hours of continuing education and refresher training every two years, just for their EMT. Operators of Fire Apparatus must complete an additional 65 hours of training in pump and aerial operations, hydraulics calculations and vehicle operation. Again, these requirements are for call personnel, and most of this is done on their own time.

Several of our personnel continue to maintain skills in specialized Technical Rescue, such as Cave In, Confined Space, Rope and Underwater Search and Recovery. These members are part of two regional teams which provide those services not only to Lunenburg, but the whole North County area.

Fire Prevention activities are a major part of the Department's activity. Personnel must review and inspect all new construction in town for proper fire protection. In addition, there are inspections which are required by law such as Smoke and Carbon Monoxide Detector Installations when a home is sold and oil burner and propane gas installations. In addition any business holding a liquor license must be inspected each year for fire safety issues as well. Personnel also continue to provide fire safety education to not only children in our schools but adults as well. Several of our members also provide first aid and CPR training to both citizens and town employees.

The transition of our Communications Center to the Nashoba Valley Dispatch Center is continuing with an anticipated switch over in June 2013. This center will handle all of the 911 calls and public safety communications for our town, Devens, Harvard and Lancaster.

Several Federal Grants have been applied for and were received or are currently pending. These grants will hopefully provided much needed training and equipment for our personnel. We continue to look for alternative sources of funding to support the services we provide.

The rebuild of Engine 2 (our light brush truck) which was funded by Town Meeting in 2011 was completed in March. The unit's body was replaced with a lighter, more efficient body, pump and tank design. In addition, upgrades and repairs were made to the existing 1989 chassis. This will allow the truck to be much more efficient off road and should add several years to its lifespan.

Town Meeting also provided funds to perform a partial overhaul of Engine 4. This unit, a 1995 pumper has been our workhorse since its arrival and was in need of significant work. At the time of writing, the truck's pump has been overhauled and repairs to the body corrosion are scheduled. These repairs, in addition to others will hopefully extend this

truck's lifespan another 5-6 years.

In 2012, we saw Firefighters Alex Cloutier and TJ McCormack graduate from the Massachusetts Firefighting Academy's

Call/Volunteer Training Program. This intensive 6 month program provides the basic skills firefighters need to operate in today's challenging environments.

2012 also saw the retirement of two longtime members of the Department. Chief Scott Glenny retired in August 2012 after more than 37 years of service. After several years as a Call firefighter, Scott was appointed as our first "Full Time" Firefighter in 1986, eventually rising through the ranks to Chief in July

2002. As Chief, Scott oversaw the construction of the current Public Safety Facility as well as significant upgrades to the department's apparatus fleet. Also retiring in April was Firefighter Brian LeBlanc, after more than 31 years of service. Brian not only served as a Firefighter and Emergency Medical Technician, but was also the Town's Emergency Management Director for many years.

In conclusion, I would like to thank the members of the Lunenburg Fire Department for their unwavering support as I transitioned into the position of Chief. Their enthusiasm, professionalism and dedication truly make me proud to be their leader. In addition, I would like to thank the other department heads, boards and commissions for their support and cooperation as we work together for the good of the Town. My thanks also go out to the citizens of Lunenburg for their ongoing financial support. It is that support that allows us to continue providing the services you expect from us.

Roster of the Lunenburg Fire Department

Patrick A. Sullivan
Chief of Department*

Peter J. Hyatt, Deputy Chief

James Ricci, Captain/EMT*
Scott Dillon, Lieutenant/EMT-I*
J.Gregory Massak,
Lieutenant/EMT
Rev. Andrew C. Burr, Chaplain

Kenneth Jones, Captain/EMT-I*
Mark Bursch, Lieutenant/EMT*
Shawn McKenna, Lieutenant

Karen Weller, Paramedic/EMS
Coordinator*

Seth Bernanchem, FF/EMT
Richard Bishop, EMT*
Jason Boyle, EMT*
Eric Bursey, Firefighter
Joseph Cardone, FF/EMT
Kelly Collins, EMT
Alex Cloutier, Firefighter
Darrell Demers, Paramedic
Gregory Dik, FF/EMT*
Austin Flagg, FF/EMT*
Matthew Glenny, FF/EMT*
Daniel Gould, FF/EMT*
Patrick Haakey, FF/EMT*
James Hamilton, Firefighter*
Melissa Hippler, EMT-I
Kristen Hirsch, EMT
Richard Howard, II, FF/EMT*
Kristopher Klein, FF/EMT-I*

Christos Lekaditis, FF/EMT*
Peter Lekaditis, FF/EMT
Charles Lowe, FF/EMT
Ryan Major, FF/EMT*
Kevin Martin, FF/EMT-I
Eric Martineau, Firefighter
Thomas J. McCormack, Firefighter
Timothy Paton, Firefighter
Amanda Peterson, Paramedic
Ian Reynolds, FF/EMT
Lori Roy, Paramedic*
Sean Roy, FF/EMT
Charles Sampson, EMT
Jamieson Shea, FF/EMT
Robert Szocik, FF/EMT
Thomas Wilson, FF/EMT*

High School Intern:
Paul A. Douquette

*Indicates member of Specialized
Rescue Teams including Dive,
Cave In and Confined Space
Rescue Teams

POLICE DEPARTMENT

DEPARTMENT MISSION STATEMENT

The mission of the Lunenburg Police department is defined by a more advanced style of policing that emphasizes personal service and community problem resolution, and accentuates the uncompromising integrity, trust, respect, and accountability, of the Police Officers who are committed to providing a safe and secure environment for every citizen.

FY13 Staff

Chief James P. Marino
Public Safety Coordinator Linda Carrier
Lieutenant Michael Luth

Patrol Supervisors

Sergeant Thomas Gammel
Acting Sergeant Sean Connery
Acting Sergeant Jack Hebert

Detectives

Detective Patrolman Jeffrey Thibodeau
Detective Sergeant (Vacancy)

Patrol Officers

Officer Charles Deming Jr., Officer Patrick Barney, Officer Robert Diconza, Officer Sean Zrate,
Officer Joshua Tocci, Officer Joshua Mathieu, Officer Jonathan Broc, Officer

Reserve Intermittent Officers

Officer Alphonse Baron, Officer Stan Barney, Officer Donald Letarte, Officer Paul Grunditz, Officer Linda Carrier, Officer Walter Godfrey, Officer Robert Ayles, Officer Lisa Larkin, Officer Michael Connors, Officer Daniel Gould, Officer Robert Dacosta, Officer Ben Campbell, Officer Robert Taylor, Officer Peter Lekaditis.

Goals

- Implement updated departmental rules and regulations.
- Replace two patrol vehicles.
- Create an on-site in-service training program.
- Hire an Administrative Assistant.
- Facilitate a promotional exam for the rank of Sergeant.
- Update Active Shooter training.
- Prepare for the relocation of Public Safety Dispatch to the Regional Communications Center.
- Create an updated School Crisis Response Policy.
- Conduct a feasibility study on reducing the cost of housing prisoners

Thank you for the opportunity to serve as your Police Chief. One of my many goals is to close any gaps in communication and service between the Police Department and you, the people we are sworn to protect and serve. To that end, I have been working to improve our Web Page and I am currently using Social media to enhance our interaction with the public and encourage greater transparency. I plan on setting aside a *block of time during the week that will allow citizens to come by the police station and visit with me on a more casual basis. We're going to call this block of time "Coffee with the Chief."* I am also setting new standards within the ranks that provide the citizens of this community with the highest level of public service possible by improving the work environment, offering the most up to date technology and equipment, and developing each officer with superior training and effective leadership. Our focus will be on the needs and concerns of the community and are approach to law enforcement will be from the prospective of customer service as well as crime prevention and apprehension.

There have been many changes within the police department this year. Congratulations to Mike Luth who was promoted to the rank of Lieutenant. Lt. Luth has 21 years of Law Enforcement experience, nine of which has been with the Lunenburg Police Department. Mike has also served with the Tyngsboro Police Department and the Secret Service. Welcome Officer Joshua Tocci, Officer Joshua Mathieu, and Officer Jonathan Broc to the ranks of our full time police force. The three new full time officers served on our Reserve force, an arm of the police department that is vital not just as a force multiplier, but as a vehicle to develop high quality full time police recruits. Officers Tocci, Mathieu and Broc will fill vacancies created by

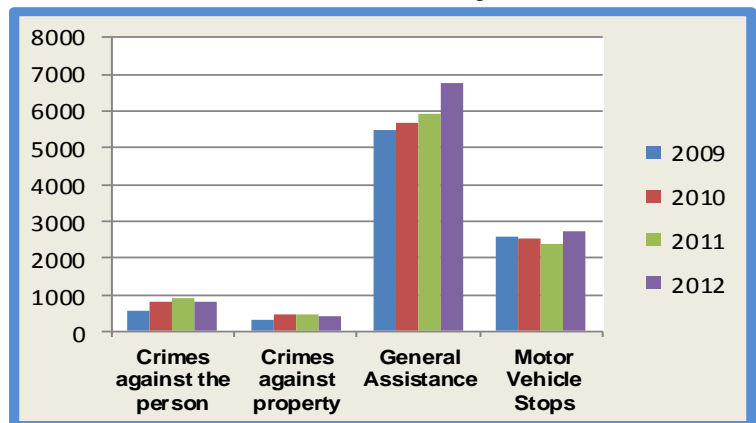
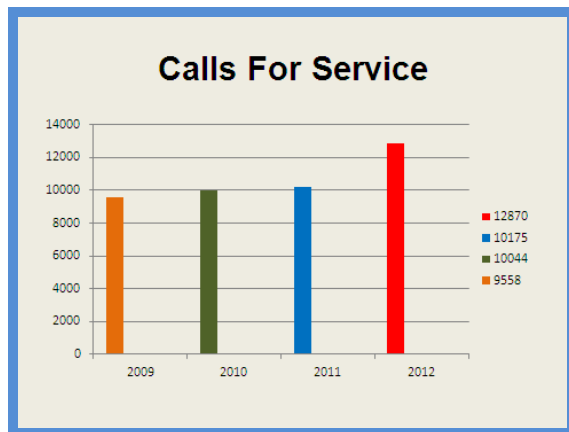
the departure of Officer Omar Connor who left to pursue a career law enforcement job with the Town of Groton, and the retirements of Chief Daniel F. Bourgeois and Acting Lieutenant Stanley W. Barney. Chief Bourgeois retired in July after serving over 30 years of service to the town of Lunenburg. Lieutenant Barney retired as a full time officer in January of 2013, but will stay on as a reserve officer. Stan was a member of the police department for 37 years as both a reserve and full time officer.

Training standard requests will become a common yearly objective in Police department budget appeals not just to accomplish our own goals, but also to be in compliance with mandated training requirements. This will be one of the biggest challenges we face going forward. The Massachusetts Police Training Committee has enacted laws mandating enhanced training standards for all police officers. The required training mandates are un-funded and costly, and although important and necessary, place significant pressure on an already struggling police budget. Some of those mandates are; In-Service training for veteran officers, Basic Training for recruits, Supervisory Training, Suicide Prevention, Rape investigation, Breath testing, First aid and CPR, Firearms, and Domestic Violence.

The transition to a regional public safety call answering point is also on the horizon. The Nashoba Valley Regional Dispatch center, which is located on Devens, is slated to go live sometime in June of 2013 with the Lunenburg Police and Fire representing the first and largest contributor to the new PSAP. Regionalizing Dispatch will provide a greater level of professionalism, enhanced communication technology, an increased amount of management oversight and costs savings for the community. Information regarding this change and how it will affect the way, you as the public, communicate with the Police and Fire departments, particularly the walk in business calls, will be much publicized as we approach the go-live date.

Some grant funded projects have been met with varying degrees of success. In December the police department received \$19,812.05 in grant funds to upgrade some of the communications infrastructure to comply with the Federal narrow banding mandate, build in redundancy and enhance interoperability. We have also received grant funding for traffic enforcement and child passenger safety. An RFP was submitted to the Recreational Trails Program for the purchase of a four wheel multi person all-terrain vehicle to patrol the conservation lands. Other non-grant funded projects include creating a comprehensive school crisis policy, updating active shooter training for all sworn officers, facilitate a promotional exam, replace two patrol vehicles, and aging firearms.

Lunenburg is still a safe place to reside or visit. However, many factors can be attributed to how the nature and type of crime vary; the population size and density of the community and the communities that surround us, commuting factors such as modes of transportation and roadway systems, education, poverty level, income level, effective strength of law enforcement, and courts. A snapshot of the stats is an indication of how crime can fluctuate and how growth demands an increase in calls for service and general assistance.



In 2012 calls for service were 8% higher than the previous year. General assistance calls; abandoned 911, assist citizen, assist the fire department, were up 14%, a 6% rise in disturbances calls, and a 67% increase in firearms licensing. Crimes against people were down by 10%, and crimes against property decreased by 3%. Arrests, larcenies, motor vehicle accidents and domestic disputes declined slightly. The reductions, in part, are due to better communication and cooperation between law enforcement agencies, investigative emphases, and intelligence led policing.

The General assistance calls continue to rise as the Town continues to grow. Some of these calls include; Annoying phone calls, Are you Ok, Assist Citizen, Assist the Fire Dept., Assist other agencies, Community Policing, Business and residence security checks, Directions, Escort and transport citizens, document requests, neighbor disputes, disabled motor vehicles.

The men and women of the police department work hard to keep pace with demands of growth, and social and technological change and are dedicated to making this community a safe place in which to reside or visit. The Police Department relies heavily on input from the public and encourages the citizens of Lunenburg report all crimes.

DEPARTMENT OF PUBLIC WORKS

"The mission of the Department of Public Works is to protect, preserve, and improve the Town's infrastructure and related assets in a manner which meets and enhances the current and future social and economic needs of the community, to contribute to a healthy, safe and quality environment for the Town's citizens and visitors, and to provide a cost effective and economically sound means of disposing of solid waste and wastewater"

The umbrella of Public works combines the resources of the Highway, Park, Cemetery, Sewer, and Facilities divisions, and Vehicle Maintenance services into one department organizing and scheduling personnel and equipment to best serve the residents of the community through the effective delivery of an extensive scope services.

In January, our hopes of a much need renovation of the Public Works facility were realized. The existing building at 520 Chase Rd. was totally renovated inclusive of new office space, efficient and safe heating/cooling and ventilation. The installation of more efficient lighting and numerous energy saving upgrades were rewarded with a \$14,000.00 rebate from our electrical supplier. Additionally, a separate structure was erected which allows for our entire fleet to be under cover. This has, as expected, decreased response time during winter events. Over time, the protection of our vehicles from severe weather will prove invaluable. Modernized office space allows for a professional working environment for staff and residents requiring service.

It is impossible to express the level of appreciation to you the residents who supported the project and especially those individuals who gave so much and worked so diligently toward the success of this project. Thank you.

PAVEMENT MANAGEMENT

Consistent with the prioritization as determined by our Pavement Management Plan, road improvements were initiated on a portion of Reservoir Rd., the completion of an overlay on New West Townsend Rd to the Townsend line, a section of Lakefront Ave. beyond the scope of Emerald Place, and Chase Rd. (Rt. 13) from the State taking to just south of the Northfield Rd. intersection. The scope of the project included: a leveling course of asphalt followed by a top or finish course, sections of "berm" or curbing, shoulder work, minor drainage improvements and driveway aprons.

Expanding the scope of our pavement preservation methods we added "crack sealing" to the overall program. This process involves the installation of rubberized asphalt under high pressure to cracks or separations in the pavement. This application can add approximately 5 years or more to the existing surface. The Pavement Management Plan also identifies specific areas where this method is the best option.

Funding continues to be the major detriment to improving the overall condition of our roadways. The primary source of funding is the Massachusetts Department of Transportation Chapter 90 program. The estimated value of our 90 miles of paved streets is, by industry standards, is calculated at 62 million dollars. The General Highway maintenance line within the operational budget remains stagnant. In order to initiate and sustain a road improvement program a substantial infusion of funds is necessary. A conservative estimate would be approximately 1.2 million dollars per year total or an additional \$800,000.00 to existing allocations. Applying \$400,000 a year to a backlog of work that exceeds 10 million dollars places this department and the Town as a whole in dismal failure. Many roads are compromised to the degree that only a major reconstruction can bring them to an acceptable quality. Patching, or filling pot holes by DPW staff is in most areas is no longer the appropriate application. Without a substantial infusion of funds our roads Town-wide will continue to deteriorate to a point where the safety of our travelling public will be compromised and the overall quality of life negatively affected.

Line Markings

For the first time in many years, adequate funding was made available to provide center line striping and fog lines at the curb on all our major roadways. Further, where applicable, crosswalks, stop bars and designated parking areas were repainted. By means of a supplemental allocation the Town has maintained compliance with current MUTCD mandates.

FLEET MAINTENANCE

The DPW is responsible for the repairs and preventative maintenance of all Town vehicles and equipment excluding the Fire Dept. apparatus. High performance police units, park, cemetery, and school vehicles as well as over 30 pieces of highway related machinery are serviced by department personnel. Outsourcing of highly technical repairs has become more frequent and therefore more costly. Due to the volatile global oil market, the overall cost of fuel and all petroleum based products continues to be a moving target. Applying a solid budget number to gasoline and diesel fuel costs is impossible.

FACILITIES MANAGEMENT

The following is a list of buildings and properties maintained by the DPW:

DPW Garage 520 Chase Road
Park Bldg. Leominster Rd.
Cemetery Bldg. Holman St.
Town Beach
Ritter Bldg.
Old Primary School
Veterans Park

Public Safety Complex
Town Hall
Eagle House
Town Common
Teen Center

All athletic fields/playgrounds excluding school properties

The ever increasing workload made necessary the addition of a second individual to assist with repairs and maintenance. The increase in staff by only one has significantly lessened the need for outsourcing. Staff remains on-call 24 hours a day 365 days per year.

ENVIRONMENTAL

Storm Water

The Environmental Protection Agency has not yet set the requirements for Phase II Storm water regulation and permits. As we await the potential of yet another unfunded Federal mandate the Town remains in compliance with current protocol.

The DPW is forced to become reactionary to roadway drainage issues. A capital program in the 1990's earmarked \$20,000.00 annually toward rehabilitation/installation of piping and catch basins. The elimination of this dedicated funding placed the financial burden upon the overall General Highway maintenance allocation effectively reducing drainage and roadway repairs.

As roadways are scheduled for pavement, drainage is surveyed and necessary repairs are addressed. Little or no preventative maintenance, short of catch basin cleaning can be done due to a lack of available resources.

Waste Water

The DPW continues as the caretaker of the entire sewer system from permitting, inspections, and daily preventative maintenance of collector lines and pumping stations to billing and documentation. There is but one full time person who diligently remains on call, 24/7 365 for all sewer related emergencies.

Landfill

The "capped" landfill off Young's Rd. is in compliance with the Division of Environmental Protection. The site is monitored for excessive methane gas as well as the possibility of groundwater contamination.

This year the frequency of the testing was reduced through a special permit acquired as a result of consistently favorable results. The perimeter fencing is inspected on a regular schedule by DPW personnel.

Adjacent to the "cap" is a storage area for catch basin materials and street sweepings both determined to be hazardous waste. We are permitted to store these materials through the procurement of a (BUD) Beneficial Use Determination permit. The DEP requires yearly testing of these materials.

On weekends during the fall and springtime months DPW personnel oversee and manage the annual composting of brush, leaves and other organic debris providing a valuable service to our residents and add a valuable component to our recycling program. There has to date been no dedicated funding toward the organization or long range remediation of this location. Once again, dollars will be taken from the General Highway line to maintain this location while keeping it environmentally safe.

Solid Waste

Public works monitors, orders, stores, and distributes trash bags in order to facilitate the curbside collection of trash and recyclables by our current vendor, Casella Inc.

Lake Shirley Dam

In the early 1990's, with the structure in need of repair/rebuilding The Lake Shirley Association turned over ownership of the dam to the Town. After completion of a total reconstruction, responsibilities for maintenance, monitoring, and record keeping was completed solely by a small number of volunteers from the Lake Association. In 2004-2005 custodianship of the dam, compliance with State dam regulations, the establishment of an operations manual as well as an emergency action plan was determined to come under the umbrella of the Department of Public Works. As with the storm water program and other EPA / DEP mandates compliance with current and future regulations is critical. We rely on the expertise

and support of a professional consultant to assist with predetermined mandates. The most recent inspection resulted in a positive report.

WINTER OPERATIONS

Seasonal expenditures continue to exceed allocations resulting in deficit spending. During the winter months there is no task more important to public safety than clearing the roadways, sidewalks and municipal lots of ice and snow in an effort to assure the safe passage of pedestrian and vehicular traffic, and public safety vehicles.

Aside from the devastating storm of October which decimated our budget, the overall number of weather events was low.

As first responders, DPW personnel with the assistance of dedicated subcontractors, work tirelessly from start to finish regardless of the severity or duration of the event. Nowhere is our performance more critically evaluated. Plow drivers are required to remain vigilant and on call, and at the ready throughout the winter season with no additional compensation.

PARKS

In conjunction with the three elected Park Commissioners DPW staff oversees and maintains all parks and grounds exclusive of school property. A full time Park Superintendent was replaced with one seasonal employee. Much of the Town wide landscape maintenance was outsourced resulting in a significant savings. The new multi-use track complex remains under the control of the Commissioners with maintenance support from DPW personnel.

CEMETERY

One Cemetery Division Superintendent, a DPW employee, handles the duties of the North and South cemeteries, maintaining the grounds, coordinating burials, and meeting regularly with the three members of the Cemetery Commission. The DPW supplies equipment and support staff for, on average, forty burials a year.

As always, I am deeply appreciative of the continued patience and support of our residents and fellow Town employees as we persevere through these difficult times.

“As caretakers of the Town's infrastructure our goal is to preserve and enhance the resources of the Town of Lunenburg for future generations. To that end we strive to meet or exceed all expectations associated with the challenges of each of the divisions under the umbrella of public works”

SEWER COMMISSION

The five member Sewer Commission was originally established at the Special Town Meeting on May 6, 2006. The Sewer Commission bears the responsibility of overseeing the Town's sewer system, planning for the future, and developing and implementing rules, regulations and policies. The Department of Public Works manages and maintains the operational side of the system. Under the Town's Charter, responsibility for the day-to day operation, care and maintenance of the sanitary sewers are under the supervision of the Town Manager. During 2012, Dave MacDonald and Butch Bilotta were re-elected for three year terms at the Town Election, in August our Chairman Bob Ebersole resigned, and Mike Nault was appointed in November to finish out his term until the May 2013 elections.

There are currently 673 properties connected to the Lunenburg system and another 387 that have access to Town Sewer but are not yet connected. During 2012, we had 35 new accounts connect to Town Sewer.

The Town of Lunenburg does not operate a sewer treatment plant. Approximately 80% of Lunenburg sewer is discharged to the City of Leominster, and the other 20% is discharged to the City of Fitchburg. As the rates charged by the City of Leominster and the City of Fitchburg remained stable during 2012, there were no rate increases to Lunenburg users since 1/1/12. However, in order to balance the FY 13 Budget, it was necessary for the Commission to transfer \$73,208 from retained earnings, a practice that is not sustainable. It is a goal of the Sewer Commission to present a balanced budget for the next fiscal year.

The Commission continues to focus on two major issues that affect the operating costs of the sewer system; grease and infiltration and inflow (I/I). There has been excellent cooperation and progress made with several commercial establishments and the Lunenburg School system related to grease trap design and maintenance. While the Grease Trap Regulation, put into effect in 2011, focuses on commercial and public disposal, individual home owners can also contribute a significant amount of grease into the system which increases everyone's costs. We will continue to educate homeowners on how to protect the infrastructure and keep operating costs low by reducing their disposal of fats, oil and grease into the system and avoiding blockages. Whether on sewer or septic, grease should not be put down the drain. The second major

issue, I/I, is usually a result of groundwater entering the system through leaks in pipes and manholes, but can also come from the illegal connection of roof drains or sump pumps. I/I also contributes to user costs, as the Leominster & Fitchburg treatment plants must accommodate the excess. The Sewer Commission is targeting these illegal sewer connections and faulty pipes to help reduce the I/I. To address this, a new policy has been defined that allows the Sewer Commission to inspect residents' homes for illegal connections, suspected as a result of inspection or camera-ing of sewer lines, and assess penalties to those who deny entry.

One major goal of the Commission is to increase Sewer revenues by adding new customers, and they are very willing to work with the community to support sewer extensions in the areas of need as determined by the Comprehensive Wastewater Management Plan. One resident-driven, privately funded extension on Lancaster Ave. was proposed and approved. It will initially provide connections for 7 residents and is expandable to support future connections as well. There are other extension requests before the Commission that could provide over 50 additional users. All of these extensions as proposed would have very little impact to the system maintenance thereby improving the operation budget and helping to contain rates.

The Commission is working to finalize a comprehensive review of all its governing bylaws, regulations, policies, procedures and fees to assure that they are consistent and meet all state and federal laws. Included in these documents is the updated Sewer Extension Regulation that specifically addresses privately funded sewer extensions and the responsibilities & risks of the interested residents. The Lancaster Ave. project was the first application of this policy. If you are interested in pursuing an extension in your area, you can read about the Sewer Extension Regulation (found in the Policies & Procedures section of the Sewer Commission website). Another policy recently defined was establishing the penalty for illegal sewer connections. The minimum charge for connecting to the Sewer without the proper permits has been set at \$5,000, and can be billed an additional \$5000/day until all conditions are met to the satisfaction of the Sewer Commission. The Commission is planning to advertise a campaign to include an amnesty program, encouraging anyone with an illegal connection to come forward to avoid these potential fines. All new policies and regulations are included in the Sewer Commission's proposed Sewer Use Regulations which will be posted and reviewed at a Public Hearing in 2013.

The Commission has also been working diligently to complete an updated inter-municipal agreement with the City of Fitchburg. Part of this agreement will include proportional funding of Fitchburg's upgrade to the John Fitch Highway and sewer line.

The Commission would like to thank Jack Rodriquez, DPW Director and his staff, Corey Dowd, Sewer Technician, and Jim Breault, Facilities Manager, who also serves as back up, for their dedication, expertise and hard work. The Commission would also like to thank Barb Lefebvre for her dedication and hard work as the Business Manager for the system. Finally, the Commission would like to thank Bob Ebersole for his outstanding leadership during his time as member of the Commission and as its Chairman and wish him well in his future endeavors.

Carl Luck, Chair
Jay Simeone, Vice Chair
Dave MacDonald, Clerk

Mike Nault, Member
Butch Bilotta, Member

ZONING BOARD OF APPEALS

The Zoning Board of Appeals heard several petitions during calendar year 2012. Applicants were seeking Special Permits and Special Permits for dimensional variations. The Zoning Board meetings are held on the second and fourth Wednesdays of the month on an "as needed" basis. The Zoning Board meetings are now televised on Channel 8.

The Zoning Board consists of five member and three associate members. The members are Donald F. Bowen, Chairman, Raymond Beal, Vice Chairman, James Besarkarski, Alfred Gravelle and Hans Wentrup. Associate members are David Blatt, Paul Doherty and Sheila Lumi. Lisa Normandin serves as the Administrative Assistant to the Zoning Board.

The functions of the Zoning Board of Appeals as required by statute are as follows:

1. To hear and decide applications for variances from the Town of Lunenburg Protective Zoning By-laws as authorized in the by-laws.
2. To hear and decide applications for Special Permits as authorized in the Town Protective By-laws. To hear and decide appeals in accordance with Chapter 40A, Section 8 of the Massachusetts General Laws, as amended, from any person aggrieved by reason of his or her inability to obtain a permit or enforcement action from the Administrative Officer or Board in the Town, the Regional Planning Agency, abutting City or Town or other Administrative Official.

3. To act upon applications for comprehensive permits in accordance with Massachusetts General Laws, Chapter 40B. The Zoning Board of Appeals reviews requests for Comprehensive permits submitted to the Board under Chapter 40B by developers who wish to create affordable housing. These requests can, by law, circumvent local zoning ordinances.

The Zoning Board office is located in the Ritter Administration Building, 960 Massachusetts Avenue. If you need assistance please contact us at 978-582-4143 X421 during regular business hours. Please visit our website at www.lunenburgma.gov.

LUNENBURG PUBLIC SCHOOLS

Our Vision: The Lunenburg Public Schools prides itself on excellence. We provide a child-centered environment that challenges all learners to achieve their highest potential. This is accomplished through a partnership with a supportive community.

Our Mission: We prepare our students for life-long learning and responsible community membership.

Our Guiding Beliefs:

- Education is a community partnership.
- Learning is reflective, creative, ongoing, and takes place in all environments.
- A successful school actively engages students and staff.
- All students have talents and can excel.
- Professional growth is fundamental to instructional excellence.
- All students are capable of learning and are entitled to instructional excellence.
- Staff and students are entitled to a safe, healthy and positive learning environment.
- An atmosphere of mutual respect is essential for learning.

Lunenburg School Committee

Chairperson: Gregory Berthiaume, Term Expires: 2013

Vice-Chairperson: Michael Mackin, Term Expires: 2014

Secretary: Todd Blake, Term Expires: 2013

Member: Colleen Shapiro, Term Expires: 2013

Member: Brendan Grady, Term Expires: 2015

Regular Meetings

First Wednesday of each month - 7:00 p.m. at Town Hall - Televised

Third Wednesday of each month - 7:00 p.m. at Thomas C. Passios

Special meetings or changes in meetings are posted at Town Hall

Central Office Personnel

Superintendent of Schools

Loxi Jo Calmes, Superintendent

Mary Landi, Executive Secretary

School Personnel/Business Services

Sandra Curley, Manager

Kerry Cooper, Accounting/Data Reporting

Technology/Network Services

Stephen Malandrinos, Director (shared with the Town) Brian Sanders, District-wide Utility/Custodial

Josh Branham, Technician (part-time)

Alex Smith, Technician (part-time)

Transportation Services

McCarty Limousine

Cafeteria Services

Patricia Pichnarcik, Lunenburg High School Café Manager; Sue West, Turnkey Hill Middle School Café Manager; Nadine Lorenzen, Lunenburg Primary School Café Manager

Special Education Services

Dawn de Freitas, Administrative Secretary

Anne-Rose Coyle, Secretary (part-time)

Liz Peterson, Clerk (part-time)

Facilities & Grounds

John J. Londa, Director

Robert Roy, Maintenance

Charles Swift, District-wide Utility/Custodial

Extended Day/School Linked Services

Tammy Perry, Extended Day & Early Learning Center

Patty McCarthy-Guillette, School Linked Services

SUPERINTENDENT'S MESSAGE

Loxi Jo Calmes, Superintendent of Schools

This has been a year of changes for the Lunenburg Public Schools with the consolidation of the four schools into three buildings. Under the new configuration, students in grades PK-3 attend Lunenburg Primary School, grades 4-7 attend Turkey Hill Middle School, and grades 8-12 attend Lunenburg High School. Individual reports from each of the buildings chronicle the remarkable efforts of the dedicated professionals and parent volunteers who packed and unpacked over twenty classrooms in the spring in order to be ready for students when school began August 28, 2012. The reports also recognize the outstanding performance of our students, including their many events and achievements.

The 2012 MCAS results were very positive and provided much to celebrate. Lunenburg continues to be ranked well at every grade level, and this year our grade 10 students' ELA performance was ranked #1 along with twenty-seven other high performing schools in the Commonwealth with 99% of students scoring at proficient or above. Forty-one students received Adams Scholarships. Student growth percentiles continue to be strong with exceptionally high growth noted in some areas. There is clear evidence that our focus on continuous improvement and tiered instruction are positively impacting student performance. We were also pleased to announce that the District was selected for the 3rd Annual Advanced Placement (AP) District Honor Roll. A total of 539 school districts across the U.S. and Canada were honored by the College Board for simultaneously increasing access to Advanced Placement® coursework while maintaining or increasing the percentage of students earning scores of 3 or higher on AP Exams. Lunenburg was one of only forty-six districts in Massachusetts to meet the criteria to be placed on the AP Honor Roll. Additionally, according to the College Board, more school districts from Massachusetts earned a spot on the honor roll than any other state in the nation. We are very proud of the work being done across the district to provide all students the opportunity to access rigorous curriculum.

I was pleased to recognize an outstanding member of the class of 2013, Molly Ellen O'Connell, as this year's Superintendent's Award recipient. Eighth grader Ron Hyatt represented our schools and community at Governor Patrick's Project 351 – 2013 day of service. These two students, along with a host of their peers across the district, continue to demonstrate the vitality of our Mission – to prepare students for responsible community membership. Students across the district continue to collect for the town food bank, as well as raise awareness and funds for important causes. Of particular note this year are the efforts of winter track athletes who fundraised for a fellow student's education and who were also awarded a sportsmanship award by Massachusetts Interscholastic Athletic Association. Additionally, with the support of the Lunenburg PTO, Lunenburg Fire Department, Lunenburg Water Department, and numerous volunteers, the community ice rink was constructed. The rink was envisioned and planned by high school teachers Mr. Robert Truax and Mr. Joshua Koziol and students in their algebra class the previous year. Ours is indeed a caring community of learners working hard each day, learning and growing and giving back to the community that has supported them and their education.

The Thomas C. Passios School continues to serve an important role hosting a variety of programs for students, as well as school and community services and events. The district's Extended Day, Early Learning, and School Linked Services programs operate in the building, as does a FLLAC collaborative day program that serves twenty-nine students from area schools including three from Lunenburg. In addition to the district offices, Lunenburg Cable Access has a studio at the school. A classroom in the school has been converted to a meeting room and professional development center in the building. Numerous organizations utilize the building for meetings and events including the Lunenburg PTO, Musicaiders, Scouts, and Junior Basketball. The Brooks House also continues to serve the district and community as well, housing the facilities office, a meeting room, and the local newspaper.

This past year our schools bid farewell to four retirees who devoted many years to public service—their total tenure in Lunenburg represents 60 years of service. Retiring this past year were Susan Glenny, school nurse (19 years); Al Carlson, maintenance (18 years); Jennifer Hood Biker, grade 8 teacher (16 years); and Christine Bonci, principal (7 years). We deeply appreciate the many contributions of these dedicated and committed professionals and extend our best wishes to them in their retirement.

This past year we also were deeply saddened by the passing of Elisabeth Estrada-Turner who had served the students of the district the past eight years as a tutor. We were also deeply impacted by the senseless loss of 20 young children and 6 dedicated educators in Newtown, CT. The students, educators, and citizens of Lunenburg responded with an outpouring of love and concern in remembrance and in response to these tragic losses. We will always keep them and their families our thoughts.

After five years and two regionalization studies, we are excited to be moving forward in partnership with the Massachusetts

School Building Authority (MSBA) in identifying a solution to the facility needs of Lunenburg High School. School Building Committee members include Michael Mackin, Colleen Shapiro, David Matthews, Nathan Lockwood, Mark Erickson, Michael Barney, Brian Frank, Richard Cohen, Loxi Jo Calmes, Kerry Speidel, John Londa, and Brian Spadafino. Joslin, Lesser + Associates was selected as the Owner's Project Manager and Tappé is the design firm responsible for the feasibility study and schematic design. The scope of the feasibility study/schematic design is to evaluate three major options: renovation of the existing school, a renovation of and addition to the existing school, and/or new construction. The Feasibility Study will examine a design that provides for reconfiguring the District's 6-12 grades with a projected enrollment of 820 students and a design for grades 9-12 with a projected enrollment of 445 students. The final design program is subject to the written approval of the MSBA. It is estimated that the Feasibility Study, including the Schematic Design/Final Program, will be completed in October 2013. The projected date for a vote by the Town is November 2013, and the execution of project scope and a budget agreement will be presented for MSBA approval in January 2014.

As of October 1, 2012, 1613 students were enrolled and attending the Lunenburg Public Schools. The table below provides a breakdown of the enrollment by grade level. Of the 1613 students, 1532 were Lunenburg residents, 52 attended under school choice and another 29 students attended under the non-resident agreement with Shirley. Currently, there are 286 students with disabilities receiving special education or related services in Lunenburg. This represents 17.7 percent of our total student population. Of the total number of students receiving services, 24 students receive services outside the district. Of the 24 students, 19 are in day placements and 5 are in residential placement. Of the day placements, 7 are serviced in a Collaborative and the remainder in private day placements.

Enrollment: October 1, 2010 – October 1, 2012

Grade Level	10/01/10	10/01/11	10/01/12
PK	43	41	49
K	111	116	110
1	113	107	118
2	113	123	111
3	98	117	124
4	127	112	118
5	140	130	115
6	128	144	124
7	128	122	144
8	129	126	127
9	123	115	108
10	145	133	114
11	135	135	117
12	131	131	127
Ungraded	6	6	7
	1670	1658	1613

Our schools are quite fortunate to have many involved parents who contribute in a variety of ways – as classroom volunteers, in booster clubs, as Musicaiders, Parent-Teacher Organization (PTO), and Parent Advisory Council Supporting All Learners (PACSAL). A committed School Committee dedicated countless hours in service to our students and education. We want to express our grateful appreciation to Dr. David Reif who stepped down after serving our students, schools and community for over eight years, six of those as School Committee Chair. We also want to recognize and thank

the organizers and contributors to Lunenburg Relief 2012 for donations in the amount of \$15,610.00, which assisted us in preserving some opportunities for students that would have otherwise been lost. The PTO, under the leadership of Heather Sroka as President, worked tirelessly in supporting students and teachers. It was great to have the Haunted House revived after several years, joining the Barn Dance as community-building events sponsored and organized by the Lunenburg PTO. A special thanks to Mona Bowen for her leadership and organization of these special events. Kelly Harvey serves as the chair of the PACSAL and this group was instrumental in bringing the anti-bullying TIGER performances to students K-8 this year. In conjunction with a special donation from the Chris Maki Foundation, this talented group of performers made a powerful impression on the students with their message of care and respect for all. Parents also had the opportunity to attend a special evening workshop on this important topic. We intend to have TIGER return annually for a couple select grades and are very grateful to the Maki family for bringing this opportunity to us.

Despite the challenges of the times, our students continue to achieve. The dedication and commitment of our district's educators is second to none. We appreciate the various forms of support and encouragement of the community. Thank you for entrusting us with your wonderful children. We are very proud of our students and schools and have confidence and hope in the future!

LUNENBURG PRIMARY SCHOOL

Elaine E. Blaisdell, Interim Principal
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The Lunenburg Primary School is a child-centered school devoted to providing quality early childhood education for all students. We are a community of teachers, students, and parents working together to create a safe and respectful environment for children. Our current knowledge of child development guides the school's beliefs and practices and provides the foundation for student learning.

This year the school serviced preschool to third grade students after the closing of the Thomas C. Passios Elementary School. We started the 2012-2013 school year with 506 students in 20 classrooms for an average class size of 23, and 41 students in our two preschool classrooms. We constantly strive to find better ways to meet the collective as well as the individual needs of our students. Our Professional Development focused on Reading Comprehension, the Common Core curriculum, and the new teacher evaluation system. We worked with experts in the field of Literacy and established eighteen lab classrooms in the building that are piloting Readers Workshop and Inclusive Practices. All of our classroom teachers continued to use Responsive Classroom strategies as part of our Academic/Social/Emotional Learning Curriculum, which includes morning meetings, guided discovery, rules and logical consequences, and academic choice.

The Primary School community continues to strive toward academic excellence. Common assessments are in place in the fall, winter, and spring for all children in grades K-3 in the areas of reading, writing, and math. These common assessments serve to monitor the effectiveness of teacher instruction and drive instruction. We are now able to track progress throughout the year in a faster, more efficient manner in order to improve instruction.

The Primary School is a Title One school; we have continued our tiered instructional system to insure that all students have the services they need to be successful. Tiered instructional services are provided in the area of Language Arts and Math. The first tier is the largest, and is fitted for universal instruction in the classroom. Teachers are skilled in differentiating instruction to meet a large number of student needs in the classroom. The second tier is based on student needs that are targeted, individual, and involve more intensive interventions. The third tier is the smallest and involves special services with very intense interventions. The tiered instructional model requires that the teachers not only meet the needs of the students who may be struggling with learning but those students who are doing well and need to strive to achieve higher levels of learning. Learning is becoming more personalized and students are being challenged to be independent learners and problem solvers.

Our staff works hard to maintain a school culture that is positive, inclusive, and supportive of each of our members. We have high expectations, insist on respectful behavior, and recognize the importance of building a community where members feel a sense of belonging and responsibility to contribute. Our students have a right to be in an environment that is safe, promotes learning, and enables them to achieve success.

Student Success Night was held for all Kindergarten, Grade 1 and 2 students and their families in the spring of 2012. This night serves as the vehicle for students to display/articulate their strengths as a learner. To prepare for Student Success Night, students worked with their classroom teachers to identify and articulate their strengths in four areas: academics, habits of mind, creativity, and citizenship. Examples of student work in these areas were displayed in the classrooms. Students acted as tour guides for their families on Success Night.

The Primary School Council meets each month to discuss school issues, review the annual budget for the school and develop the School Improvement Plan, as well as make revisions to the school's handbook.

Members of the Council for the 2012 –2013 school year were:

Interim Principal:	Elaine E. Blaisdell
Assistant Principal	Heidi Champagne
Teachers:	Sherrie Flynn, Michael Courtemanche, Maribeth Ford
Parents:	Christine Bowser, Tracey Kerins, Brendon Kibbe, Pam Terren
Community Representative:	B.J. Carbone
School Committee Rep:	Todd Blake

In closing, the faculty and staff of the Primary School are extremely proud of the work they do with young children. We are deeply committed to student learning and to our own professional growth. Only through working with parents as partners are we able to accomplish the goals set forth by the state and district.

Primary School Staff Roster

Ext.	Central Office	Ext.	Second Grade
3100	Elaine Blasidell - Principal	1254	2A - Vickie Barbier
1262	Heidi Champagne - Asst. Principal	1245	2B - Donna Dufour
3102	Denise Galloway - Admin. Secty.	1273	2C - Sara Kenney
3104	Carrie Ford - School Nurse	1264	2D - Maria Courtemanche
3110	Kristin Mackay - Guid. Counselor	1244	2F - Nancy Chapdelaine
	Pre- School		Third Grade
1151	Sherrie Flynn - Teacher	1234	3A - Justin Sparks
2500	Jeanette Biery - Tutor	1255	3B - Janet Marshall
1159	Ita Murphy - Teacher	1203	3C - Susan Diamantopoulos
	Susie Barney - Tutor	2205	3D - Nicholette Dumont
2507	Patti McColl - Tutor	1204	3E - Danielle Celona
2506	Marie Martin - Tutor		Physical Education/Health
	Achieve	2108	Genn Nass
1160	Christine DeFelice - Teacher		Art/Library
2511	Pat Siciliano - Tutor	1137	Lori MacDougall
2523	Terri Green - Tutor		Special Education
2534	Laurene Broden - Tutor	1124	Karen Rash
2530	Darlene Caron - Tutor	3112	Michelle Withers
2514	Laurie Xarras	1239	Mary Ann Weisman
2509	Julie Drake		Tutors
	Kelly Waterman	2515	Liz Johnson
		2516	Jackie Favreau
	Kindergarten	2504	Mary Jean Davis
1104	K1 - Lisa Stone - Teacher	2505	Leslie Spuria
2503	Kirsten Snape - Tutor	2510	Patti Kilcommins
1102	K2 - Maribeth Ford - Teacher	2502	John Allen
2508	Cinny Mobley - Tutor	2509	Julie Drake
1101	K3 - Sheila Bilotta - Teacher	2514	Laurie Xarras
2525	Sharon Holman - Tutor		Specialists
1103	K4 - Deb Zivojinovic - Teacher	3108	Mary Schultz - Speech
2526	Monique Mola - Tutor	1261	Cathy Zayka - Speech
1126	K5 - Nancy Murray - Teacher		
2527	Debra Hall - Tutor	1260	Suzanne Saven - School Psych.
		3109	Jane Dusek - COTA
	First Grade	3107	Maggie Porpora - Occup. Therap.
1225	1A - Michael Courtemanche		
1233	1B - Nicole Bienvenu		Cafeteria
1202	1C - Joanne Londa	3111	Nadine Lorenzen - Cafeteria Mgr.
3105	1D - Christa Palma		Claudette LaChance

1201 1E - Judy Moodie

Karolyn Braman

Judy Haley

1223 Lisa Palaia - ELL

Custodians

Kristen Spadafino - RTI

2123 Rich Krafve

Karen McNamara

Bill Babineau

TURKEY HILL MIDDLE SCHOOL

Timothy Santry, Principal

Our mission at Turkey Hill Middle School is to ensure that each child becomes a self-motivated, creative, lifelong learner in a safe, stimulating environment that encourages diversity and open, honest communication. We have a talented, dedicated staff of professionals who encompass the philosophy to meet the needs of each individual child - academically, socially and emotionally. 2012-2013 marks the first year of consolidation in which Turkey Hill Middle School services students in grades four through seven. This school year also marks a waiver from certain provisions of the federal law of *No Child Left Behind* and begins a new era of accountability for public schools.

% of STUDENTS SCORING IN THE ADVANCED/PROFICIENT RANGE

GRADE	SUBJECT	THMS	STATE
4	ELA	58%	57%
4	Math	60%	51%
5	ELA	71%	61%
5	Math	77%	57%
5	Sci/Tech	70%	52%
6	ELA	80%	66%
6	Math	69%	60%
7	ELA	75%	67%
7	Math	63%	51%

In reviewing the results of the 2012 Spring M.C.A.S. tests, we continue to produce scores that are higher than the state average in percentage of students that fall in the advanced and proficient range in all tested content areas - in some cases, 20% or more over the state average. Although we are proud of our students' performance, we continue to analyze data in our monthly results faculty meetings designed to improve our instruction for all students. We use the information from the data, in conjunction with the state standards, to identify strengths and weaknesses and develop strategies to help students succeed.

We continue to meet the needs of each individual through the use of intervention and power blocks during the school day. These blocks of instructional time have been built into our master schedule and allow teachers time to work with students at their own individual skill level. The philosophy is to challenge students who are high academic achievers, as well as strengthen skills for students who have identified weaknesses. Teachers are able to work with students in a small group to answer individual questions or provide more individualized support. This support model is designed to allow students to feel more confident, thus, perform better in the classroom. We will continue to refine our intervention block times to best meet the needs of our students.

This year Turkey Hill Middle School also added an enrichment block to the school day for all students. Enrichment classes provide students a block of time in which they receive instruction in the areas of health and guidance. They will also receive instruction in physical education, technology, art, library media and music class. Students will also have the opportunity to sign up for and participate in band and chorus during this block. This enrichment block is in addition to the

traditional special area classes students receive. This block lends itself to students having additional physical movement throughout the day; additional opportunities for hands-on activities; more exposure to the arts, theatre and technology; and allows them to explore their strengths and talents.

We make a positive impact on the students we serve through offering a variety of different programs developed to promote social and emotional growth, self-awareness, and community service. We continue to provide the Developmental Design program to grades six and seven to deliver our social emotional curriculum. This program works by students meeting with teachers in small groups to teach social responsibility and problem-solving skills, as well as to develop empathy and promote positive self-esteem. The results from this program have been a dramatic reduction in stress- and anxiety-related nursing referrals. Grades four and five continue to deliver Responsive Classroom strategies, which deliver a similar social emotional curriculum with similar positive results. We continue to refine and enhance our programs to incorporate anti-bullying lessons and meet the intricate social needs of our middle school students.

We also utilize best practices such as peer mediation and the big sibs program to foster and develop positive peer leadership skills and effective peer mentoring. All of the social emotional programs have been developed to allow students to showcase their talents and abilities, grow and improve as individuals, and promote community outreach for the younger generation.

Turkey Hill Middle School for the third straight year is a Great Books Foundation Model School, based on our excellence in instruction and ability to provide meaningful opportunities for the development of critical thinking skills. For the past three years our faculty has been collaborating with the Great Books program experts on how to refine our instruction and improve writing skills throughout the curriculum. The feedback provided by the model school experts is positive and THMS continues to excel in the targeted areas of writing and critical thinking when compared to other model schools across the country. This year, Turkey Hill Middle School will host a "Learning Walk" in which area educators from throughout the state will come to THMS to observe and learn how to implement the successful strategies that our teachers are currently using. Our teaching staff will also be videotaped in order to be used as a training tool for other aspiring educators.

Turkey Hill Middle School continues to provide educational services and support that ensure student success and promote lifelong learning and responsible community membership. The key components to our success are our talented faculty who are committed to making a positive impact on students, our parents and community who support our teaching and learning, and most of all, our students who inspire us through their commitment to learning. Together we continue to make a difference in the lives of students.

THMS STAFF ROSTER

<i>Administration/Office/Nurse</i>		<i>Grade 4</i>	<i>Team</i>
Timothy Santry	Principal	Gina Cote	A
Heidi Champagne	Asst. Principal	Erin Blanchette	B
Chad Adams	Dean of Students	Danielle Thompson	C
Fran McCluskey	Adm. Secretary	Charlotte Letendre	D
Mary Gallant	Nurse	Heather Witham	E
<i>Guidance</i>		<i>Grade 5</i>	<i>Team</i>
Gail Okerman	Grades 4 & 5	Lynn Major	5A - Blue
Cheryl Nelson	Grades 6 & 7	Lisa McCullah	5B - Blue
		Susan Reardon	5C - Blue
<i>Special Areas</i>		Rhonda Connery	5D - White
Steve Archambault	Music, 118	Sherri Borreson	5E - White
Dana Belair	Tech. 119		
Dale Diamantopoulos	PE	<i>Grade 6</i>	<i>Team</i>
Sandy Laserte	PE	Beth Arsenault	Red
Robin Warren	Art, 114	Jeff Cournoyer	Red
Victoria Whipple	Library, 108	Nancy Karis	Red
		Kristine Bassett	White
<i>Learning Center/Special Education</i>		Melanie Pouliot	White
Elena Oksanish	SLP		
Molly Mulherin	Gr. 4 Teacher	<i>Grade 7</i>	<i>Team</i>
Maura Lizek	Gr. 5 Teacher	Joanne Deming	Red
Linda Papadopoulos	Gr. 6 Teacher	Annica Scott	Red
Melanie Mobley	Gr. 7 Teacher	Timothy Sheasgreen	Red

Amy Harrington	Gr. 4 Tutor	Chad Adams	White
Jerianne Kelley	Gr. 4/5 Tutor	Dawn Grebinar	White
Kerry Roder	Gr. 5 Tutor	Natalie Davulis	White
Judy Barone	Gr. 6 Tutor		
Lynn Marabello	Gr. 6 Tutor	<i>Achieve Programs</i>	
Robert Britt	1:1 Tutor Gr. 7	Jaime Lyons	Teacher
Vivian Butler	Gr. 7 Tutor	Tina Stateler	Aide
Marlene Wiita	Gr. 7 Tutor	Mary Madrigal	Tutor
Sandra Sheehy	1:1 Tutor	Erin Gyles	Tutor
Debra Hitchcock	1:1 Aide	Sarah Mulcahy	Teacher
Donna Lavoie	1:1 Tutor	Karen Smith	Aide
Judith Pierce	Wilson Tutor		
Heather Morse	1:1 Aide	<i>Cafeteria</i>	
		Sue West	
<i>Custodial</i>		Sarah Rucker	
Jeri Sampson		Donna Cameron	
Dave Dawson		Sheryl Ewen	
Bill Babineau		Joan Newell	

LUNENBURG HIGH SCHOOL

Brian Spadafino, Principal

Lunenburg High School was a hub for academic and social activity in 2012-2013. Even before school started, there was a lot of change swirling around LHS. We have a new administrative team in place and, as a result of the district-wide consolidation, we welcomed nine members to the LHS staff. We also hired two teachers to the LHS faculty and the district. A transition team of five teachers met this summer to plan ways to ensure that student and staff needs would be met. With the assistance of 44 student leaders, we successfully transitioned almost 250 eighth and ninth grade students into the LHS culture by having an eighth and ninth grade orientation on the first day of school. We opened the year, as we do every year, with a guest speaker from the Worcester County District Attorney's Office to discuss responsible Internet use, Facebook, cyber-bullying and Internet safety with our incoming students and parents.

NEASC ACCREDITATION

Lunenburg High School recently completed the Two Year Progress Report for the Commission on Public Secondary Schools of the New England Association of Schools and Colleges. In 2010, the Commission recommended that the school receive continued accreditation in the Association. The Commission's decision was based upon review of an evaluation report prepared by a visiting committee in April 2010.

While the Commission lauded LHS in many areas, the Commission warned LHS in three areas. Of major concern were facility and technology issues. The Commission stated that the physical plant significantly limits the school's ability to meet the educational needs of students, and that there is an expectation to develop both a short- and long-term plan to fund and address the significant facilities concerns including infrastructure and wiring issues, roof and window issues, limited handicap accessibility, and inadequate space. In curriculum, the commission recommended the further development of a standard template to clearly articulate school-wide expectations for student learning.

As part of the Two Year Progress Report, a committee was assembled to address the recommendations that were made by the NEASC visiting committee. Three teachers and two administrators went through the NEASC report and needed to address whether the recommendations were: completed, in progress, or planned for the future. The Commission identified nine Highlighted recommendations. Of the Highlighted recommendations, two were deemed "complete" and seven were deemed "in progress." One of the major recommendations that needed to be addressed was the issue of the LHS facility. Twenty-seven other recommendations were also addressed in the Two Year Progress Report. The report was submitted to the Commission on January 1, 2013.

SCHOOL/COMMUNITY PARTNERSHIPS

In March, the National Honor Society will be having its annual Blood Drive. Students sixteen and over will be able to participate in the Blood Drive with parent permission.

In April, Students Against Destructive Decisions (SADD) will host former Boston Celtic player, Chris Herren. Chris has struggled with substance abuse for much of his basketball career. He has been the subject of books (*Fall River Dreams* and *Basketball Junkie*), as well as the subject of the Emmy Award nominated ESPN documentary *Unguarded*. Sober since 2008, Chris will share his story of abuse and recovery and share pitfalls that our students might face. All students in grades eight through twelve will attend the assembly.

MCAS RESULTS

LHS again showed improvement on yearly MCAS results, reflecting professional development, focus on refining instructional and assessment practices, curriculum work, and hard work by students and teachers.

Lunenburg High School - 2012 MCAS Results

Subject Test	Advanced/Proficient	State Rank	Percentile in State
ELA	100%	1 of 348	Top 1%
Math	91%	73 of 348	Top 21%
Science	82%	114 of 341	Top 33%

Using combined percentage bands of the advanced and proficient range, LHS scored 100% in ELA. In Mathematics, LHS scored 91% advanced/proficient. In Science/Technology/Engineering, LHS scored 82% advanced/proficient. We are extremely proud of our students and teachers for their continued improvement, and we will work to move all students to the level of proficiency as measured by MCAS and our goal of college and career ready as they move through our curriculum.

We were also very pleased to learn that 41 seniors at Lunenburg High School received the state's John and Abigail Adams Scholarship this year. The scholarship is available to students whose MCAS performance puts them at the top 25 percent of their district. To be eligible, students must either score Advanced on one exam and Proficient on the other, or Advanced on both the English and Math exams. We also had two students who were recognized as commended students in the National Merit Scholarship competition.

HOMEcomings, ATHLETICS AND EXTRACURRICULAR ACTIVITIES

Homecoming was once again a great town-wide celebration, culminating with a beautiful parade complete with floats representing all four high school classes. The Lunenburg High School Football Booster Club retired the jersey of Kevin Szocik in a ceremony before the Homecoming football game. Many of our sports teams qualified for tournament and district play, and several school records in track were shattered by our talented student-athletes. Mock trial, Latin club, marching band, jazz band and the math team represented LHS in numerous competitions; the 47th annual Competitive Class Plays delighted the audience, and the musical, *Wizard of Oz*, and the Pops are scheduled for the spring. One student was selected to the all-eastern choir, two students were also selected for all-state awards in chorus, and three music students were selected for district awards.

COMMUNITY BUILDING

National Honor Society successfully supported the "Giftmart" drive during the holidays, helping to provide joy to needy children and families in conjunction with local agencies. Fundraising efforts have been made to support victims of Super Storm Sandy and to support the Callie Educational Fund. In January, an Algebra 1 class (with the help from many generous community volunteers and the support of the School Committee) designed and built an ice skating rink on the football field for the use of the schools and town. Also this winter, one of our students ran a Sock Drive to benefit individuals from a local homeless shelter.

Also in January, in partnership with the Lunenburg PTO, LHS sponsored a career fair for grades 8-12. This was an opportunity for our students to meet with professionals working in a variety of fields and to give them a chance to gather

information and to ask questions. The day also included a college fair with many representatives from local colleges and technical schools in attendance.

CURRICULUM

The staff at Lunenburg High School focused their professional development activities in 2012-2013 working on curriculum development, curriculum alignment to the Common Core State Standards, and implementation of the new teacher evaluation system. The role of the department head has changed this year; a leadership team has been formed, which includes the department heads and the administration. Five meetings a month are held. The focus of the team is to improve our curriculum, instructional practices, and assessment. The main goals for the team members are to gain an understanding of the Common Core State Standards, be able to articulate their understanding to department members, and to ensure that our curriculum maps are updated to reflect the changes.

Faculty/Staff Roster 2012-2013

Principal	Brian Spadafino	Adm. Assistant	Sheila Szocik
Assistant Principal	Robert McGrath	Secretary	Tina Cooney
Nurse	Carolyn Finch		
Math		Language Arts	
Sarah Sabatini	Dept. Liaison	Martha Cheesman	Dept. Liaison
Andrew Cantatore		Erinanne Snyder	
Jennifer Miller		Mary Foyle	
Eric Short		Michael Hannigan	
Robert Truax		Stephanie Lizotte	
		Timothy Macuga	
Science		Social Studies	
Helena Louzonis	Dept Liaison	Anna Keegan	Dept. Liaison
Mitchel Friedman		Warren Stevenson	
Craig Pingsterhaus		Timothy Normandin	
Jennifer Biery		Hailee Martin	
Dawn Gearin		Timothy Macuga	
Robert Hill			
Amanda Rowley	Greenhouse Asst.	Unified Arts	
Foreign Language		Alexis Pukaite	Dept Liaison
Kay Hillman	Dept. Liaison	Steven Boone	
Jessica Beardmore		Michael McLaughlin	
Tamara Yourk		Caryn Wardwell	
Sharon Kimball		Rhonda Malatos	
Peggy Proctor		Karyn Giuliani	
Lynn Radford		Nathan Diperri	
		Steven Kyajohnian	
Special Services		Peter McCauliff	AD
Joshua Koziol		Darlene Steele	Athletic Secretary
Nicole Kromer		Media Specialist	
Laura Rudy		Pamela Vallee	
Michelle Petersen		Guidance	
Jennifer Nangle		Karma Tousignant	Dept Liaison
Brianna Lively		Susan Cavaoli	
Tutors/Aides		Phil McMurray	
Penny Borneman		Debra Aro	Guidance Secretary
Donna Lee Duquette		Cafeteria	
Susan Greenough		Patti Pichnarcik	Café Manager
Dawn McGuirl		Carol Hamilton	
Ann Maureen Pliska		Stella Carlson	
Claire Courtemanche		Eleni Tsiakalos	
James Steele			

Elizabeth Petersen

Chantel Szlosek

Joseph Adamowicz
Marybeth Ulf

Custodians

8th Grade Teachers
Sharon McCullah
Linda Collette
Meredith Cormier
Amy Raboin
Martha Sullivan
Mary Whitaker

Timothy deBettencourt Head Custodian
Marc St. Jean
Patrick Baker
James Vaillancourt

SCHOOL FACILITIES

John Londa, Facilities Director

Planning for renovations or replacement of Lunenburg High School, or the development of a middle school / high school building, continued to move forward with the approval at the May 2012 Annual Town Meeting of \$750,000 for the feasibility study. Between July and September, the School Building Committee approved a request for qualifications for an owner's project manager and interviewed qualified candidates. In October 2012, Joslin, Lesser + Associates was selected as the owner's project manager for the project at a cost of \$125,000. Between December 2012 and February 2013, a request for qualifications for a designer was released, architectural firms submitted their qualifications, and the selection board selected three finalists to interview. On February 5, 2013, the Massachusetts School Building Authority designer selection panel designated Tappé Associates as the top-ranked finalist.

Due to significant restraints on the School Department operational budget in FY13, the School Committee at the end of the prior school year approved the consolidation of the district to three school buildings. Lunenburg Primary School was configured to grades Pre-K to 3, the Turkey Hill Middle School to grades 4-7, and Lunenburg High School to grades 8-12. The Thomas C. Passios Elementary School became home to the Caldwell School, a special services school of the FLLAC Collaborative, which rented roughly 1/3 of the space in the school. The remainder of the space was used by the district's extended daycare program, the district administration, and Lunenburg Public Access Cable. The consolidation of the schools was completed in July and August, with the custodial and maintenance staff relocating teacher materials and some classroom furniture.

The FY13 capital plan approved the re-seaming of the existing 25-year-old rubber membrane roof on the Thomas C. Passios Elementary School in order to extend the life of the roof. Haynes, Leineck, and Smith, Inc. was the project designer at a cost of \$9,098. The project was completed by M.D.M. Engineering in November 2012 at a cost of \$73,000. Snow guards were added to the Turkey Hill Middle School gym to safeguard against snow loads falling from the gym roof and causing injury to someone, and in order to protect lower elevation roofs. The Passios roof work and the Middle School snow guard work were bid together with M.D.M. Engineering completing the snow guard work at a cost of \$18,010.

The focus of the school maintenance effort in light of the FY13 budget is to ensure that all school buildings continue to support education by ensuring as rapid a response as possible is made to complete work orders for repairs, to continue to ensure a preventative maintenance program, and when possible, security and minor improvements to energy efficiency. Work to improve the appearance to spaces such as carpet replacement, painting, replacement of furniture, upgrades to fixtures and other new work is currently not possible without sacrificing preventative maintenance or support for repairs. In the first seven months of the year, 437 work orders were completed.

For the FY14 Capital Program, the School Department requested \$13,800 for each of three school buildings to upgrade the front end controller to the HVAC control systems as its highest priority, \$15,000 for asbestos remediation at three schools, and \$16,000 to replace flooring in the Lunenburg Primary School cafeteria and teacher lunch room. Armstrong Flooring, Inc. has agreed to assist by providing materials for the replacement of the linoleum with vinyl composition tile. Replacement of the floor is needed due to water vapor causing the linoleum to bubble.

MONTACHUSETT REGIONAL VOCATIONAL TECHNICAL SCHOOL

Steven C. Sharek , Superintendent-Director

Overview

The year 2011-2012 was an exciting one at Monty Tech, marked by student achievement, faculty and staff distinctions, and leadership development. I am honored to serve as Superintendent-Director of Monty Tech, a school that continues to transform secondary education in North Central Massachusetts, bringing to life lessons learned in a classroom, at the workplace, and in the community. This school exemplifies what I believe good education is all about.

A Monty Tech education is grounded in workforce preparedness, balanced by a rigorous academic curriculum. Our students are prepared not only to enter the workforce, but to also continue their education by enrolling in college. Each year Monty Tech conducts a *One-Year-Out Survey*, measuring “positive placements,” as defined by the Carl D. Perkins Vocational and Technical Education Act. By tracking students who have enrolled in post-secondary education programs, secured employment aligned to their vocational training, or are serving our country in the United States military, we are better able to inform potential students, advise current students, and deliver vocational-technical programs that are relevant to today’s workforce trends and labor market needs. One year after leaving Monty Tech, the graduates of 2011 reported the following:

- 33% are currently employed in a field related to their Monty Tech trade
- 12% are employed in a field unrelated to their vocational education
- 45% are currently pursuing a higher education, and
- 8% have elected to serve in the United States military
-

Compiling information for the Annual Report has provided me with an opportunity to reflect on the achievements and activities of our students, faculty and staff. I am fortunate to work closely with a talented leadership team, many of whom have contributed to this report, and given great insight into some of the more notable highlights of the 2011-2012 academic year, including:

- 95% of our students scored Advanced or Proficient in the state’s English Language Arts exam, up from 87% in 2010-2011.
- 88% of our students scored Advanced or Proficient in the state’s mathematics exam, up from 87% in 2010-2011.
- Class of 2012 graduate Victoria Holbert served as the National SkillsUSA President, traveling across the country and abroad to advocate for vocational-technical education. She participated in the “Education Nation Summit,” engaging in high-level discussions on the state of the American Education system.
- Seven students advanced through local, district and state competitions to earn the right to compete at the National SkillsUSA Conference in Kansas City, Missouri. The Monty Tech national delegation was awarded four gold medals and two bronze medals.
- For the third consecutive year, the Monty Tech Marine Corps JROTC program was awarded the distinction of “Naval Honor School,” in recognition of exemplary community service.
- One outstanding JROTC Cadet was awarded the Naval Reserve Officers Training Corps Scholarship, receiving full tuition, fees, books, uniforms, summer experiences, as well as monthly stipends. She is now attending Norwich University.
- Monty Tech continues to participate in the highly selective Student Spaceflight Experiment Program, representing the only vocational school in the nation to have a student science experiment launch into space, and providing students with an opportunity to study the effects of gravity on their science project.

Much like districts across the state, Monty Tech has been affected by the nationwide economic recession. Maintaining high standards of fiscal responsibility, with an eye on our over-arching mission of increasing student achievement, this school has been able to maintain our high standards of academic success, while presenting a budget that is fiscally conservative. Our FY12 Annual Budget was unanimously accepted by each of the eighteen member communities, and reflected a 2.4% increase over the 2010-2011 Educational Plan. We deeply appreciate the public’s support for Monty Tech. We recognize that we are in the midst of some of the most difficult economic times faced by residents of our member cities and towns. As a result, we will continue to strive to seek creative ways to keep down costs to our 18 member communities.

Our Mission

Every student will graduate from Montachusett Regional Vocational Technical School with the skills, knowledge, and abilities to be a productive and effective member of an ever-changing society.

Our District

Montachusett Regional Vocational Technical School is a four-year career and technical high school serving the member towns of:

Ashburnham
Ashby
Athol
Barre
Fitchburg
Gardner

Harvard
Holden
Hubbardston
Lunenburg
Petersham
Phillipston

Princeton
Royalston
Sterling
Templeton
Westminster
Winchendon

Leadership

The leadership team at Montachusett Regional Vocational Technical School is comprised of ten talented administrators whose varied educational backgrounds, professional experiences, and areas of expertise contribute to the success of the school. Working collaboratively, and under the direction of the Superintendent and Principal, the team has been able to transform the school into one of the most sought-after high schools in North Central Massachusetts.

Nicholas DeSimone, Principal
Francine Duncan, Director of Technology
Christina Favreau, Director of Academic Programs
James Hachey, Dean of Admissions
Richard Ikonen, Director of Facilities
Tammy Lajoie, Business Manager

Richard Nutt, Director of Vocational Programs
Steven C. Sharek, Superintendent-Director
Katy Whitaker, Development Coordinator
Victoria Zarozinski, Director of Student Support Services

Enrollment

On October 1, 2011, student enrollment at Monty Tech included 1,435 students in grades nine through twelve. Students are represented from every community in the district: Ashburnham (58), Ashby (37), Athol (110), Barre (39), Fitchburg (376), Gardner (173), Harvard (4), Holden (60), Hubbardston (56), Lunenburg (72), Petersham (8), Phillipston (17), Princeton (14), Royalston (24), Sterling (58), Templeton (110), Westminster (70), and Winchendon (127).

Throughout 2011-2012, Monty Tech offered a variety of opportunities for students, parents, and community members to learn about and visit the school. In October 2011, approximately 1,000 district eighth graders participated in the annual "Tour Day" event. Students toured our twenty vocational/technical areas and learned about the school's challenging academic offerings and exciting athletic and extracurricular programs. Career Awareness Night offered interested students the opportunity to return in the evening with their family members, to further explore the facilities and talk with staff members.

Each year, the Dean of Admissions conducts school visits, student interviews, and accepts applications for admissions. 2011-2012 proved to be an exceptionally busy year for him, as the school received a record 823 applications for admission. Of those, 773 were from students hoping to enter our incoming freshman class. The balance of the applications came from students hoping to enter the school as upperclassmen. Because there are only a limited number of students the school can accept each year, 380 freshmen and 24 upperclassmen were admitted.

The Vocational Interest Program (V.I.P.) offers area seventh and eighth grade students the chance to visit Monty Tech after school, and participate in hands-on learning experiences across a variety of vocational/technical areas. The program continued to attract a large number of students during the 2011-2012 school year, serving approximately 675 area students.

Class of 2012 Awards

Members of the Class of 2012 were awarded approximately \$50,000 in scholarships. The Monty Tech Foundation generously provided \$21,000 in scholarships to graduating seniors, ranging in amounts of \$100 to \$1,500. The Foundation also awarded \$6,000 to the practical nursing graduates. Once again, local and state organizations, as well as generous individuals, continue to recognize the ability and potential of Monty Tech graduates in the form of financial donations. The School Committee, administration, faculty, and graduates themselves, are grateful for this support.

Articulation Agreements with local colleges also play an important role in helping reduce the cost of higher education. Qualified Monty Tech students are eligible to receive college credits through a number of articulation agreements with public and private colleges across the country. Just over 70% of the graduating class of 2012 reported plans to enroll at either a 2-year college, 4-year college/university, or a technical/trade school upon graduation. By earning college credits while still in high school, these students will benefit by saving both time and money as they pursue advanced educational programs.

Financial Report

Numerous challenges were faced during the development of the fiscal year 2011-2012 budget, including rising health insurance and student transportation costs. Considerable effort was put forth by the School Committee, administration, and staff to develop a cost-effective budget. The final fiscal year 2011-2012 Educational Plan totaled \$22,744,779, which represents a \$2.4% increase over the 2010-2011 Educational Plan.

The District was audited in August 2012 as part of the yearly financial audit by the accounting firm of Melanson, Heath and Co. from Greenfield, MA and an "excellent" report is anticipated.

Grants and Contracts

Monty Tech continues to pursue grant funding on an annual basis. These funds assist in providing many educational and social services to the student population. For fiscal year 2012, state and federal grant sources provided the school with \$1,407,959. Programs funded by these grants include: Essential Health Services, Social Intervention and Mediation, Improving Teacher Quality, Special Education Services and Program Improvement, Title I Support, Drug Free Schools, Perkins Occupational Education, and Summer Academic Support.

In addition to state and federal grant sources, Monty Tech was also the recipient of private and competitive grant awards totaling \$20,918. For Fiscal Year 2012, Monty Tech received \$13,251 in grant funds from the Community Foundation of North Central Massachusetts, to support the Student Spaceflight Experiment Program. The Massachusetts Space Grant Consortium and Nypro also contributed to this ground-breaking program, by adding an additional \$7,667 in grant funds.

Grants totaled \$1,428,877 for fiscal year 2012.

Academic Achievement

Montachusett Regional Vocational Technical School continued to see significant improvement in MCAS scores in English Language Arts, Mathematics, and Biology. In the spring of 2012, Monty Tech's passing rate on the English Language Arts exam was 100%, Mathematics 99%, and Biology 98%.







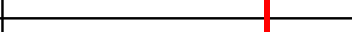


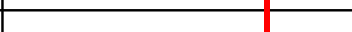


English Language Arts	2010	2011	2012
Students Tested	351	358	361

Passing	99.9%	100%	100%
Advanced/Proficient	83%	87%	95%
Needs Improvement	17%	13%	5%
Failing	.0001%	0%	0%

Mathematics	2010	2011	2012
Students Tested	351	358	360
Passing	97%	98%	99%
Advanced/Proficient	80%	86%	87%
Needs Improvement	17%	12%	12%
Failing	3%	2%	1%

Biology	2010	2011	2012
Students Tested	383	362	361
Passing	95%	97%	98%
Advanced/Proficient	68%	71%	73%
Needs Improvement	27%	27%	24%
Failing	5%	3%	2%

The district continues to make progress toward narrowing proficiency gaps. Students in all subgroups have met their progress and performance targets, moving the school into a Level 1 Status.

Student Group	On Target = 75 or higher	Performance	Progress
All Students		85	Met Target
High Needs		75	Met Target
Low Income		79	Met Target
ELL and Former ELL		-	-
Students with Disabilities		76	Met Target
American Indian/Alaska Native		-	-
Asian		-	-
African/American/Black		-	-
Hispanic/Latino		84	Met Target
Multi-Race, Non-Hispanic/Latino		-	-
Native Hawaiian/ Pacific Islander		-	-
White		91	Met Target

Vocational Projects in the District Communities

Unlike students in traditional, comprehensive high schools, students at Monty Tech are asked to put their education into practice on a daily basis. Students across the twenty different vocational technical education programs are building homes, reconstructing damaged properties, repairing service vehicles, making walkways more accessible, and performing countless community services.

The 2011-2012 school year was a busy one for our vocational educators, as each trade aimed to provide practical, hands-on learning experiences for our students, while helping to improve each of the eighteen member communities.

Auto Body: Collision Repair Technology: During 2011-2012, the program was fortunate to receive equipment upgrades including new tool boards and hand tools. The program also introduced students to a virtual 3-D spray system, designed to provide students with the opportunity to practice the technique of painting without using any materials. The program's waterborne paint spray booth continues to provide students with training with more efficient waterborne paint systems. Throughout the year, the program received over one hundred requests for service and repair work, including a number of requests from local school, police and fire departments. Students and instructors refinished a Fitchburg police cruiser and two bumper covers, repaired the Fitchburg Firefighter's Association Mack fire truck, and repaired the back of a damaged Cushing Academy student bus. (Total enrollment: 63; 44 males, 19 females)

Automotive Technology: Two of our top students were asked to compete in the underclass division at the state level in the Mass Tech Competition. Juniors Hunter Manley and Mike Pauplis (Class of 2013) represented Monty Tech, and placed 2nd in the state. Hunter Manley was also recognized for receiving the highest written score in the state. The program also supported three students in the Co-Operative Education program. These students gained valuable workplace experience, applying the skills they learned in the rigorous automotive technology program, and received high praise from their employers. The program performed over four hundred services, and was fortunate to receive a new air conditioning station, providing students with an opportunity to be trained in this updated equipment/technology. Total enrollment: 63; 52 males, 11 females)

Business Technology: Students and instructors in the Business Technology continue to enjoy an increased presence in the school community, providing assistance to shops and offices throughout the school by coordinating bulk mailing, labeling, organizing, and collating jobs. Offices that receive direct support from the Business Technology program include: Monty Tech Nurses' Office, front office, and Student Support Services. Students also assist wherever there is a customer service need, as in the annual greenhouse project, directed by Mr. Dylan Hager. Students serve as customer service representatives and cashiers for this very busy seasonal operation. Students also run a successful school store, refining their skills in cash handling, customer service, organization, and marketing. (Total enrollment: 76; 17 males, 59 females)

Cabinetmaking: Cabinetmaking students spent a great deal of time building and installing cabinetry in a number of public offices throughout the Monty Tech district. During the 2011-2012 school year, students and instructors were particularly busy renovating the Gardner Mayor's office. Using quarter sewn red oak, students carefully tried to match the architectural details of the building with the new cabinetry, creating a beautiful wall unit for the office. Work continued in Gardner at the Fire Station, where solid cherry cabinetry was built and installed to update the facility. Building podiums, storage units, and all of the gifts for the annual Superintendent's Dinner kept the students and instructors extremely busy throughout the remainder of the year. Finally, the program was also fortunate to receive a dovetailing machine, capable of dovetailing a drawer box in under one minute. Monty Tech is the only vocational school in the state to provide education and training on such technology. (Total enrollment: 73; 44 males, 29 females)

Cosmetology: Providing students with educational space that closely reflects industry trends and a typical workplace environment are paramount in the cosmetology program. In September 2011, students returned from summer vacation to find their shop space renovated to more accurately reflect industry. The clinic floor was remodeled, twenty-three stations were replaced, sound tiles were recovered, and the shop area was reconstructed to increase the visibility of the students and provide an "open concept" layout. Each of the twenty-two graduating seniors successfully obtained their cosmetology license before graduation- the largest number of licensed cosmetologists per graduating class in

Monty Tech's history! In April the students gained invaluable experience, travelling with the instructors to New York City to attend the International Beauty Show. Monty Tech cosmetology instructors continued to promote community service, encouraging all students to participate in meaningful activities at the Gardner High Rise. Students provide free hair and nail services to the elderly once a month, a program that began in 1998. (Total enrollment: 91; 1 male, 90 females)

Culinary Arts: Students and instructors in the Monty Tech Culinary Arts program are among the busiest in our school. In addition to operating a full-service dining room and bakery, culinary students and instructors participated in the Wachusett Chamber of Commerce "Taste of Wachusett" at Wachusett Mountain, and continue to showcase their talents at similar trade shows and events throughout the year. The program provided breakfast, luncheon and dinner, as well as support staff, for a number of events for public organizations, including the Fitchburg Rotary Club, Nashua River Watershed Association, Senate Ways and Means Committee, and the Fitchburg City Council. (Total enrollment: 100; 36 males, 64 females)

Dental Assistant: 2011-2012 proved to be a busy one for the students and instructors in the Dental Assisting program. The program supported four students who competed at the district level for SkillsUSA. One went on to compete at the state level, where she earned a silver medal. Monty Tech welcomed Community Health Connections, a school-based dental hygiene program whose goal is to provide dental services to students in need. Through this initiative, approximately thirty-nine students were examined by a dentist, had their teeth cleaned, and had sealants or temporary fillings applied as needed. Monty Tech Dental Assisting students were given hands-on, practical experience, as they assisted the staff from CHC during each dental procedure that was performed. Dental Assisting students also attended the Yankee Dental Convention, and learned about the most current trends and practices in the field. Finally, the program received new equipment, including a model trimmer, whip mix, an X-ray developer, and instrument cassettes. (Total enrollment: 57; 4 males, 53 females)

Drafting Technology: The Drafting program is proud to announce that out of ten seniors, seven were offered (and accepted) full-time employment in the drafting and design trade prior to high school graduation. We expect these students will be extremely successful applying skills they acquired through their vocational training at local companies, including the following: Aubuchon, Process Cooling, Nypco, Inc., and Essco Manufacturing. 2011-2012 brought new equipment and technology to the program, and students particularly enjoyed working with the new Dimension Elite Printer. The shop continued to provide countless community services in the form of banners, signage, building plans, interior design plans, and decorating for school-sponsored events. A capstone project for the 2011-2012 year came in the form of developing plans for a much-needed school reconfiguration. The Student Support Services Department was relocated, centralizing all offices the public visits frequently. Students and instructors worked closely with administration, instructors, and officials to design a more efficient and modernized space. (Total enrollment: 41; 28 males, 13 females)

Early Childhood Education: The Early Childhood Education program at Monty Tech proudly graduated sixteen students, all college bound, from the program in June. The program continues to be a popular trade, with an emphasis on community service and continued education. During 2011-2012, Early Childhood Education students participated in the Fitchburg Public Schools: Math & Literacy Fair, operating a table, and engaging children in an activity-based scavenger hunt, based on two popular children's books. Four students from the program represented Monty Tech at the SkillsUSA National Skills and Leadership Conference in Kansas City, MO. Whether the students were competing, singing the national anthem, or receiving a volunteer service award, each of these young ladies represented the school and the Early Childhood Education program very well. The Monty Tech Childcare Center continues to operate at full capacity, serves as a co-operative education site for two students, and successfully prepares their young students for transition into Kindergarten. The Center's Director, Ms. Kelley Booth, visits with prospective parents almost daily and handles frequent calls for Fall placement. (Total enrollment: 66; 4 males, 62 females)

Electrical: The Electrical program at Monty Tech continues to be one of the busiest trades in the school. During the 2011-2012 year, students and instructors completed in excess of two hundred projects that required repair or installation. Some of the more notable accomplishments from this shop include: all electrical work (including wiring and installation) at the Ashburnham Bresnahan Scouting Center, all electrical work (including wiring and installation) for the Mayor's Office in the City of Gardner, and work in Winchendon Public Schools, including installing new outside

lighting, installing new hand dryers in bathrooms, installing and wiring new stage lighting, and performing a number of energy saving upgrades to benefit our local partners in education. The Electrical program is particularly proud to have trained a top student included in the Team Works competition for SkillsUSA. The Monty Tech Team Works unit won a gold medal at the state level and then travelled to Kansas City, MO to compete with other teams from across the country. There, the Monty Tech Team Works unit was awarded the gold medal, receiving the highest honor in the country for their outstanding building and teamwork skill. (Total enrollment: 86; 81 males, 5 females)

Engineering Technology: The Monty Tech Engineering program has undergone a great transformation over the course of the past four years. During the 2010-2011 exploratory process, the process was changed to attract the interest of more students, and the exploratory project was changed from a robot to an IPOD stereo amplifier. The exploratory project for 2011-2012 remained the same, and as a result, eighteen listed this program as their top choice. Seven of the eight graduating seniors report positive placements; six graduates enrolled at 2- or 4-year institutions, while one graduate is now serving in the U.S. Coast Guard. The instructors were pleased with the addition of new equipment, including scopes, signal generators, and computers, aiding students as they continue to complete numerous repairs for faculty, staff and students, including: in excess of one-hundred fifty headphones, video game systems, iPods, phones, and other electronic devices. (Total enrollment: 52; 43 males, 9 females)

Graphic Communications: The Monty Tech Graphic Communications program is pleased to have graduated twenty-two students, all of whom were accepted at a variety of colleges, including 2-year, 4-year, public, and private institutions. Throughout the 2011-2012 school year, the shop continued to produce large quantities of print projects for district towns and community service organizations. This year, the shop produced approximately three hundred forty projects, billing in excess of \$15,000. This may be calculated as a savings of up to \$65,000. The shop also produced yearbooks for local institutions, saving each school approximately \$8,000 - \$10,000, as the billing only reflects cost of materials. In our student-operated copy center, over three million black and white copies, two hundred fifty thousand color copies, and over five hundred wide format prints were completed. The program was fortunate to receive a number of equipment upgrades and pieces of new technology, including: booklet maker, spiral binder, wide format printer, color proofing machine, folding/perforating machine, computer-to-plate system, paper cutter, shrinkwrap machine, automatic creaser, four new Macintosh computers, and new student chairs. (Total enrollment: 93; 27 males, 66 females)

Health Occupations: The Health Occupations program at Monty Tech continues to incorporate the EMT curriculum into the program, providing students with a wide range of medical knowledge and exposure to a variety of health-related career options. In an effort to increase opportunities for hands-on application and deeper understanding, the number of program affiliation sites has been increased. Instructors have also approached offices at Heywood Hospital, to discuss expanded opportunities for students to gain more acute care experience. The program, which boasts an enrollment of over one hundred students, continues to participate in community service programs, including the annual Red Cross Blood Drive, Pediatric Day (in conjunction with students from the Early Childhood Education program), and a "baby shower" for women living in a local battered women's shelter. The program was also instrumental in bringing a powerful guest speaker, Chris Herren, to the school to discuss drug addiction and recovery. (Total enrollment: 101; 6 males, 95 females)

House Carpentry: Most of the work done by the students and instructors in the Monty Tech House Carpentry program is done off-campus, completing renovation, building, and repair work for member communities. Some of the more notable projects from the 2011-2012 school year include: beginning work on the Bresnahan Scouting Center (Ashburnham), leading renovation efforts at the offices of the Mayor of the City of Gardner, constructing and installing kiosks for the Ashburnham Conservation Trust, constructing and installing a set of exterior stairs to train dogs to walk with blind individuals (Fitchburg), constructing, painting and installing eight flower boxes for the Fitchburg Rotary Club (Fitchburg), and building a number of sheds on location. (Total enrollment: 68; 51 males, 17 females)

Industrial Technology: Students and instructors in the Monty Tech Industrial Technology program are called on for "a little bit of everything." Whether busy on campus or off, these students contribute to the educational community in countless ways. During 2011-2012, some of the more notable accomplishments include: stripping and shingling 6,000

square feet of roofing at the Princeton Light and Power Company, the installation of storage sheds at the Briggs Elementary School (Ashburnham), and working closely with the school's House Carpentry program to construct the Bresnahan Scouting Center (Ashburnham). In-house projects included the creation and construction of décor for the annual Superintendent's dinner and countless repairs, maintenance and troubleshooting efforts throughout the school. The co-operative education program continues to be a highlight for students in the Industrial Technology program, as seven students were awarded co-op placements during the year. Student experience in the program was enhanced with the purchase of two pieces of equipment, a power equipment lift and heavy-duty band saw. (Total enrollment: 58; 48 males, 10 females)

Information Technology: While 2011-2012 proved to be a year marked by many changes for the Information Technology program, including large-scale relocation efforts, curriculum and instruction remained steady. As with any school, information technology provides key services to the educational community. In addition to the critical in-house Help Desk services offered by the program, students and instructors performed in excess of two hundred hours of repair, upgrading, and troubleshooting computer problems for Monty Tech community members. Thirty-one students earned Internet Computing Core (IC3) certification, and eighteen students completed the Occupational Safety & Health Administration 10-hour training and certification course. Students in Information Technology competed in the Fall and Spring Programming competition at Fitchburg State University, as well as the local, district and state levels of the SkillsUSA competitions. Eight students travelled to the Massachusetts SkillsUSA state competition to compete in three categories: Internetworking, Mobile Robotics, and 3-D Animation. Monty Tech Information Technology students were awarded bronze medals in all three categories. (Total enrollment: 68; 59 males, 9 females)

Machine Technology: The Monty Tech Machine Technology program saw several key improvements during the 2011-2012 school year. The program benefited from new technology, including: a surface grinder, three tabletop CNC simulators, and a CNC laser engraver. Two students advanced from the SkillsUSA district competition to compete at the state level, one in Precision Machining and the other in CNC Milling. The program is particularly proud of student efforts in CNC Milling at the state SkillsUSA competition, where Monty Tech students placed 1st, 3rd, 4th, and 5th! Three students were offered co-op employment, and were able to put their vocational education into practice at area machine shops. Students who remained at the school refined their skills by completing a number of special projects, including: manufacturing brass plaques to mark projects within the school and outside projects in Monty Tech communities, laser engraving over three hundred Superintendent's Dinner gifts, laser engraving over three hundred eighty ball markers for the school's annual golf tournament, laser engraving the town seal on a podium built by Cabinetmaking (Town of Holden), laser engraving plaques for the school's annual car show, and machining parts for the school's maintenance department including pins for the backhoe, shafts for the rooftop heating system, and rebuilding the sander unit. (Total enrollment: 60; 51 males, 9 females)

Masonry: Students and instructors in the Monty Tech Masonry program were busy on our campus, as well as in many of the member communities throughout the 2011-2012 school year. Community services included: designing and installing the stone patio at Coggs Hall Park (Fitchburg), restoring a local cemetery garage (Fitchburg), brick restoration at a local senior center (Fitchburg), tiling the bathroom in the Mayor's Office (Gardner), tiling the kitchen at the fire station (Gardner), ensuring handicap accessibility by installing ramps and new sidewalks at Lunenburg High School, repointing the brickwork on Pearl Street, Cross Street, and Ipswich Street for the Winchendon Housing Authority, and repointing the brick basement at an area senior center (Winchendon). When students weren't busy in our district communities, they were preparing for and competing in the Massachusetts Trowel Trades Association (MTTA) competition, where our students placed 1st in Hardscape, were recognized with the following distinctions: Seniors – 1st place, Juniors – 2nd place and 3rd place, Sophomores – 1st place and 3rd place. Students and instructors also worked to beautify our own campus by installing a rainwater recovery system and waterfall, constructing three planters in front of the school, and pouring concrete for the school's new MART bus station. (Total enrollment: 58; 50 males, 8 females)

Plumbing: The Monty Tech Plumbing program, like others throughout the school, is committed to community service, and as a result, during the 2011-2012 school year, students and instructors participated in the construction of a new community function center for the William T. Bresnahan Scouting and Community Center, Inc. in Ashburnham. Students and instructors also worked to complete rough plumbing, radiant floor heating, and radon mitigation systems in a new commercial building in Ashburnham. On our own campus, students worked daily on fixing leaks, cleaning drains, and repairing and maintaining the plumbing system in the school. The Plumbing program is particularly proud to have trained one student included in the Team Works competition for SkillsUSA. The Monty Tech Team Works unit won a gold medal at the state level and then travelled to Kansas City, MO to compete with other teams from across the country. There, the Monty Tech Team Works unit was awarded the gold medal, receiving the highest honor in the country for their outstanding building and teamwork skill. The Monty Tech Plumbing program proudly graduated seventeen students in the Class of 2012. Two students, in particular, received prestigious trade awards/recognitions: Jon Sweeney of Ashby won the Central Massachusetts Plumbing & Gasfitting Inspectors Association scholarship, and Vinny Acito of Petersham won the New England Plumbing, Gas, and Mechanical Inspectors Association scholarship. Several graduates of the class of 2012 have been hired as plumbing apprentices at local plumbing companies. (Total enrollment: 70; 65 males, 5 females)

Welding/Metal Fabrication: The Welding/Metal Fabrication program is charged with successfully completing numerous projects on the Monty Tech campus, including repair work, layout, design and installation. In conjunction with other trades at the school, students and instructors in the Welding/Metal Fabrication program are instrumental in the successful completion of many of the school's capstone projects. Their contributions include: fabricating and installing one hundred twenty feet of guard rail for Barre Municipal Building, repairing an antique hand rail for Barre Municipal Building, fabricating and installing over one hundred feet of handicap railing for Lunenburg High School, and fabricating a stainless steel backsplash for the Gardner Fire House. The program benefited from the addition of new equipment, including a Millermatic® 211 Auto-Set Mig Welder and a four foot box & pan brake. The program was pleased to place three top students in Co-Operative Education work experiences across the district. (Total enrollment: 55; 52 males, 3 females)

Special Services

During the 2011-2012 school year, Montachusett Regional Vocational Technical School District provided special services to over three hundred students – measuring progress of approximately two hundred students on Individual Education Plans (IEPs) and just over one hundred students adhering to individualized 504 plans. While the Student Support Services (SSS) Department encompasses special education, the department provides support and is available to all Monty Tech students.

The department includes a full-time nursing staff that administers medications, performs state-mandated health screening exams, and provides, when necessary, health information to the special education team for a student's IEP meeting. The department is fortunate to be able to support a full-time school social worker who participates in departmental meetings and assists students who have needs concerning finances, family issues, homelessness, maternity, health issues, and proper food and clothing. The school is fortunate to have on staff a full-time psychologist, whose role it is to evaluate all students referred for an initial evaluation or who require a three-year re-evaluation. In addition, we have a full-time speech pathologist, who is available to assist students with disabilities, assess these students and consult with teachers. Our students also have access to the services of a full-time adjustment counselor and part-time school psychologist. All of these individuals are available for scheduled counseling sessions and mental health emergency treatment, as well as crisis intervention.

The school's Director of Student Support Services oversees the district's Special Education Program, which is reviewed annually in May, in accordance with regulatory requirements. This comprehensive review and evaluation is done in collaboration with the Parent Advisory Council, and the results of the evaluation are used to improve the special education procedures and programs in place at Montachusett Regional Vocational Technical School.

Technology

In the area of technology, Montachusett Regional Vocational Technical School continues to move forward. iPads are being used by students utilizing ASSISTments, a software program designed to identify student strengths and weaknesses and to improve student achievement in mathematics. SmartBoards have been added to the Information Technology program, and computers have been replaced in accordance with the district's computer replacement plan.

Monty Tech launched a new website in January 2012. The website includes many new features designed to improve communication with Monty Tech students and parents, as well as the public. Web pages can be translated into several languages, and content has been added to provide more information about the school. School Committee and Subcommittee meeting notices and agendas have also been added to the school website.

In an effort to promote effective communication with parents of our students, school administration has encouraged the teaching staff to use the student information system online gradebook, which provides up-to-date information about student grades, attendance, and conduct. Participation on the part of staff and parents continues to increase.

SkillsUSA

SkillsUSA is a partnership of students, teachers and industry working together to ensure America has a skilled workforce. Through our association with SkillsUSA, Monty Tech students develop job skills, leadership and professional skills, as well as provide community service.

The 2011-2012 school year was an extraordinary one for our chapter of SkillsUSA. The students met the challenges of district competitions, performed well at the state level, and took back to Monty Tech five national medals. Another first for the Monty Tech SkillsUSA chapter – class of 2012 graduate, Victoria Holbert, was elected National SkillsUSA President, representing the school and the Commonwealth of Massachusetts respectfully at a number of high profile engagements. Serving as advisors for the 2011-2012 school year were Timothy Gately (English Instructor), Anne Marie Cataldo (Early Childhood Education Instructor), and Dan Starr (Graphic Communications Instructor).

Highlights of the year included:

- Victoria Holbert served as National SkillsUSA President.
- In the fall of 2011, the Monty Tech SkillsUSA chapter led a “Change for Children” campaign to benefit a Holiday Party for disadvantaged children. Throughout the year, the chapter continued to focus their efforts on disadvantaged children, raising over \$500 for the Doug Flutie Foundation for Autism.
- In November, thirteen students traveled to the three-day Annual Fall State Leadership Conference where they developed leadership skills and performed community service at an area YMCA Day Camp.
- In March 2012, a total of fifty-seven medals were captured at the District Competition hosted by Bay Path Regional Vocational Technical School: 20 gold medals, 15 silver medal, and 22 bronze medals. Also, two students qualified to run for the State Executive Council.
- Class of 2013 student, Russell Holbert, was selected to serve on the State Advisory Committee to aid in the planning of the State Conference.
- In April 2012, more than seventy students traveled to Blackstone Valley Regional Vocational Technical High School to participate in the State Leadership and Skills Conference, where seventeen students were awarded medals for their outstanding achievements. Among the medalists were seven students who earned gold medals in their competition, qualifying them for the annual National Leadership & Skills Conference held in Kansas City, Missouri, in late June.
- Several students were invited to participate in the National Leadership conference for outstanding personal achievements. Suzanne Sanford was recognized for winning State Pin Design Contest, Shawna Babineau was

selected to sing the National Anthem at the Opening General Session and at the Kansas City Royals Game, and Jessica Shattuck was presented with the President's Volunteer Service Award.

- Six students returned from the annual National Leadership & Skills Conference with awards. *TeamWorks*: consisting of James Grenier (Carpentry), Aaron Beals (Plumbing), Max Hitchcock (Electrical), and Allen Bourgouis (Masonry), earned a gold medal. In *Power Equipment Technology*: Troy Jollimore (Industrial Technology) earned a bronze medal and in *CNC Milling Technology*: Jeremy LeBlanc (Machine Technology) earned a bronze medal.

Marine Corps Junior ROTC

The 2011-2012 school year was a strong, effective and rewarding year for the Monty Tech Marine Corps Junior ROTC program. The year started with our July 4th parades, where our Color Guard detail was in high demand. The Color Guard remained busy throughout the year, presenting Colors at more than fifty ceremonies that varied in size and location, from small town ceremonies, professional sporting events, and even within the Senate chambers at the Massachusetts State House.

In addition to leadership exercises, the Cadets were actively engaged in community service activities, raising funds for deserving charitable organizations in the area. The Cadet Corps selected "Canine's For Combat Veterans" from Princeton, Massachusetts as its primary recipient for their fundraising efforts. Efforts led by 1st Sgt. Paul Jorner, the Cadet Corps, and a few friends, resulted in a record donation of just over \$21,000 dollars to support this very worthy cause.

For the third consecutive year, the Monty Tech MCJROTC Cadet Corps was awarded the distinction of Naval Honor School, in recognition of exemplary performance. Other notable highlights for the year include:

- Ten-mile March-A-Thon to support "Canine's for Combat Veterans"
 - Annual raffle to support leadership trips
 - Veterans' Day Ceremonies hosted by Monty Tech
 - National High School Cyber Defense Competition, 4th place overall.
-
- National High School Cyber Defense Competition, Best Marine Corps Team
 - Military airlift to Camp Shelby, Mississippi, for a seven day training package
 - One deserving Cadet awarded a full National Reserve Officers Training Corps Scholarship
 - Memorial Day Observation in five sending communities
 - Five Cadets attended advance leadership training in Boswell, Pennsylvania
 - Unit conducted in excess of six thousand hours of community service

Women in Technology

This year, the Women In Technology Program (WIT) observed its 10th anniversary of providing opportunities for young women from high schools located throughout the district to learn firsthand about careers in high-tech and business. Qualified applicants spent two days a month working on real-world work projects under the mentorship of company managers at SimplexGrinnell and Tyco Safety Products, subsidiaries of Tyco International, a Fortune 500 company.

Students from six area high schools - Monty Tech, Leominster's Center for Technical Education, Oakmont, Quabbin, Gardner and Narragansett - participate in the program, working on a wide variety of projects. Their projects are unveiled at an annual end-of-the-year presentation held in Monty Tech's Performing Arts Center. Corporate sponsors, along with families, friends and teachers, are invited to attend and see what the students have accomplished.

This long-standing program continues to offer opportunities to young ladies interested in gaining work experience in a corporate setting. Affiliation with the program and skills acquired through participation in the Women in Technology program will open doors to career opportunities not otherwise available to high school students. Graduates of the program are also equipped with a foundation to better meet the challenges of an ever-changing and demanding work force.

A number of Monty Tech students who have completed the program have gone on to rewarding and well-paying careers, made possible by this unique experience.

Student Athletics

The Monty Tech athletic program continues expand in scope and skill each year. More students and teams compete every season. In the fall of 2011, Monty Tech was well-represented by eighteen teams. In the winter months, there were twelve teams, and wrapping up the year, spring saw nine teams come together at Monty Tech.

Last fall, the Varsity Football team was 3-8, but they lost three very close games. The team produced five Colonial Athletic League All-Stars. The Freshman Football team was 3-3 and had twenty-seven players finish the season. The Varsity Boys Soccer team finished at 10-6-1, qualifying for the post-season tournament, where they lost to Blackstone Valley Tech, 2-1, in a very tight game. They had two players named to the Colonial Athletic League All-Star team. The JV Boys Soccer team was 4-5-2, an improvement over the last year. The Varsity Golf team was 8-8 overall, playing in the Central Mass Division 3 Tournament. They also played in the State Vocational Tournament and finished 3rd in the CAL Tournament. Three Monty Tech golfers were named to the Colonial Athletic League All-Star team. The Field Hockey team was 9-5-1, qualifying for the Central Mass Tournament for only the third time in the program's history. There they lost to Auburn 3-1. The JV Field Hockey team finished at 4-2-1. The Boys Cross Country team was 7-3 and finished 2nd in the CAL with a 6-1 record.

The Varsity Girls Volleyball team went 4-16, but continued to play hard throughout the season. They organized their annual Bump-Set-Spike competition, to fight Breast Cancer, in October and raised a large

sum of money. Two players were named to the Colonial Athletic League All-Star team. The JV Girls Volleyball team was 6-8 and the Freshman Girls team continued to improve each match. The Varsity Girls Soccer team was 7-7-1, and qualified for a post-season berth. While the team lost to Oakmont High School, 4-1 to finish the season, two stand-outs were named to Colonial Athletic League All-Star team. The JV Girls Soccer team finished at 5-7-1. With most of the girls moving up next fall, our girls program looks very promising.

The Girls Varsity Basketball finished at 8-12 on the season. With only two seniors on the team, they look to improve next year. They had two players named to the Colonial Athletic League All-Star team. The JV Girls were 10-11 and the Freshmen Girls were 9-5, as they prepared to move up to the JV and Varsity programs next year. The Varsity Boys Basketball team finished at 7-13. Two players represented Monty Tech on the Colonial Athletic League All-Star team. The JV Boys Basketball team was 14-8 and played with a lot of desire and pride. The Freshmen Boys were 6-10. The Co-op Wrestling team participated in many dual meets and tournaments finishing at 2-10. The Co-op Ice Hockey team did very well again as they won the Central Mass Coughlan Conference and participated in the District Tournament losing to Auburn. The JV Ice Hockey team played very well, as the younger players look to improve their skills. Monty Tech also participated in a Co-op Swim team with Leominster and North Middlesex and again it went very well. The program benefits from area facilities, swimming at the Fitchburg State University pool, one of the best in the area.

In the spring, the Varsity Softball team qualified for the Central Mass Tournament with a 11-9 record, losing to Uxbridge. The JV Softball team was 4-4, due to a very wet May. The Varsity Boys Volleyball team was 7-10 and the new JV Boys Volleyball team was 6-6. The Varsity Baseball team finished at 7-13. The JV Baseball team was 10-5 and the Freshmen Baseball team was 1-10. Due to a wet season, the Monty Tech baseball program proved to be flexible, travelling to the Westminster Babe Ruth field for many of their home games. The Boys Track & Field team was 7-3, placing second in the Colonial Athletic League with a 5-2 record. The Girls Track & Field team finished with an overall 5-5 record, 3-3 in the Colonial Athletic League.

Congratulations to the Outstanding Male and Female athletes for 2011-2012, Korey Wilson and Meredith Carrier.

Postgraduate and Continuing Studies

The Postgraduate & Continuing Studies Program, also known as Monty Tech Nites, continues to update and add courses that emphasize a commitment to excellence through the provision of affordable, quality, and enjoyable educational experiences.

For the Fall of 2011, there were 108 postgraduate and continuing education courses offered, with approximately 954 seats sold. There were 106 courses offered during the Spring 2012 semester, with over 960 seats sold.

In March 2012 the postgraduate program successfully graduated our first class of fifteen Emergency Medical Technicians. The students took their practical exam at Monty Tech and proceeded to take their written exam at a state-designated facility. Several graduates have already found employment in their chosen field.

The Director of the Postgraduate & Continuing Studies Program actively seeks information to develop new (and expand existing) certificate and licensure programs that align with regional workforce needs and employment trends.

Practical Nursing Program

The Practical Nursing Program is a post-secondary licensure program, offered through the Postgraduate & Continuing Studies Department. The widely popular program is designed to prepare graduates to practice safely, ethically and in a caring manner for patients who are experiencing common variations in health status in diverse health care settings.

In October 2010, Monty Tech's Practical Nursing Program was reviewed by the Massachusetts Board of Nursing and received full approval status. The program has since maintained that accreditation, and in June 2011 the program became a candidate for accreditation by the Council on Occupational Education (COE). The Practical Nursing Program is scheduled for a full review and site visit by COE in November 2012.

In June 2012, the Practical Nursing Program graduated twenty-eight students bound for the nursing profession. Upon completion of the program, the cohort achieved an initial NCLEX pass rate of 94%, up from 87.5% in 2011. The program is pleased to announce that over one third of our graduates have elected to continue their education, in pursuit of a bachelor's degree in nursing through the LPN to BSN Bridge program at Fitchburg State University.

The Monty Tech School Committee

The Montachusett Regional Vocational Technical School District Committee is comprised of twenty-two dedicated individuals, whose expertise proves invaluable in advising the district's operations, policies, and procedures.

Our students continue to benefit from the broad scope of their experience and varying perspectives, and we are thankful to the following members of the School Committee for their outstanding service.

Diane Swenson, Ashburnham, Chair

Eric Olson, Phillipston, Vice Chair

Warren Landry, Ashby
Toni L. Phillips, Athol
John Scott, Barre
Brian J. Walker, Fitchburg
Robert H. Campbell, Fitchburg
LeRoy Clark, Fitchburg
Thomas J. Conry, Jr., Fitchburg
Helen Lepkowski, Gardner
Eric D. Commodore, Gardner
Joann Sueltenfuss, Harvard

James Cournoyer, Holden
Kathleen Airoidi, Hubbardston
Barbara Reynolds, Lunenburg
Edward Simms, Petersham
John P. Mollica, Princeton
Mary C. Barclay, Royalston
Dr. Kenneth I.H. Williams, Sterling
James M. Gilbert, Templeton
Gary Candelet, Westminster
Burton E. Gould, Jr., Winchendon

Terri Hillman, Winchendon, *Secretary*
Norman J. LeBlanc, *District Treasurer*

Looking Ahead

While the Montachusett Regional Vocational Technical School District educational community is certainly proud of the achievements of our talented students, faculty, and staff, we remain ever-focused on improvement. As we look ahead, there are a number of programs and initiatives that we expect will have a positive impact on our school and students for years to come.

Increasing Collaboration with Area Colleges

In recent years, Monty Tech has enjoyed increased collaboration with post-secondary partner, Mount Wachusett Community College. The college has been instrumental in our efforts to ensure students are college and career ready, and our students have benefited from this partnership by participating in early college placement testing, early intervention strategies to ensure college preparedness, and dual enrollment courses for only \$30. In the coming years, we expect to expand our dual enrollment offerings, to include courses such as Introduction to Sociology, Introduction to Psychology, Introduction to Criminal Justice, and Introduction to Biotechnology, making a college education more affordable and attainable.

Implementing the Recently Revised Curriculum Frameworks

During the summer of 2012, Monty Tech led statewide efforts to revise some thirty-four career vocational technical education frameworks. Working with educators from across the state, Monty Tech instructors were instrumental in designing curriculum frameworks that will define Chapter 74 educational programs for years to come. We look forward to implementing the new frameworks.

Collecting Data on Our Advanced Placement (AP) Pilot Program

Monty Tech launched our first Advanced Placement courses in September 2012. Today's vocational programs are rigorous, technical and complex; such programs, then, must be balanced by academic programs that are defined by rigor and relevance. Monty Tech will continue to examine best practices in academic offerings. As the first year of the AP Pilot Program comes to an end, district educators and administrators will collect and analyze achievement data to determine program effectiveness, and if/when to roll out additional Advanced Placement offerings.

Undertaking a Performance Contracting Project

In light of pending federal and state budget cuts, it is imperative that we continue to seek creative ways to pay for large capital expenses, such as the replacement of the roof and rooftop HVAC units. After a great deal of research and data collection, Monty Tech has elected to pursue performance contracting measures that would allow the school to perform much-needed updates to the school facility. After selecting an approved Energy Service Company (ESCO), the school will undergo a comprehensive audit, identifying energy and conservation projects. We are hopeful that in the coming months, performance contracting will prove to be a viable tool to fund capital improvements, minimizing up-front costs, while improving operational efficiencies.

Renovating the School's Library

In my view, a school is not truly a school without a vibrant, well-utilized library, and so the school's administration, faculty, and staff have come together to develop plans to update our existing facility. This library renovation project will be undertaken by Monty Tech students and staff, thus savings thousands of dollars for taxpayers of the district. We look forward to the library's grand re-opening in the Fall of 2013, providing the Monty Tech educational community with a library that reflects the learning and research needs of today's 21st Century vocational-technical student. Monty Tech students will have access to a wide range of electronic and audio books as the library undergoes this major transformation and renovation.

Implementing the New Educator Evaluation System

Because Montachusett Regional Vocational Technical School District is not a Race to the Top district, district officials have been given until the Fall of 2013 to negotiate and implement a new educator evaluation system. Throughout the 2012-2013 school year, district administrators were scheduled to participate in workshops and professional development coursework to develop a broad understanding of the scope of the state's new model evaluation system. When an evaluation system has been agreed upon, teachers and administrators will work collaboratively to implement it. The new system will be designed to promote personal growth, improve professional practice, and increase student achievement. Implementing this new system effectively will be a huge undertaking, but I am confident that we can do it successfully, working together.

